



Research Product 98-22

**Plan for Combat Operations
(Battlefield Function 18)
as Accomplished by a
Forward Support Battalion
Volume 1: Function Analysis**

Sam H. Whitley and Melissa Anderson
BDM Federal, Inc.

19980430 060

February 1998

Armored Forces Research Unit

U.S. Army Research Institute for the Behavioral and Social Sciences

Approved for public release; distribution is unlimited.

[DTIC QUALITY INSPECTED 3]

U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

A Directorate of the U.S. Total Army Personnel Command

EDGAR M. JOHNSON
Director

Research accomplished under contract
for the Department of the Army

BDM Federal, Inc.

Technical review by

Dorothy L. Finley, ARI AFRU
Bruce S. Sterling, ARI AFRU

NOTICES

FINAL DISPOSITION: This Research Product may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

NOTE: This Research Product is not to be construed as an official Department of the Army position unless so designated by other documents.

REPORT DOCUMENTATION PAGE

1. REPORT DATE (dd-mm-yy) February 1998		2. REPORT TYPE Final		3. DATES COVERED (from... to) July 1995 - July 1997	
4. TITLE AND SUBTITLE Plan for Combat Operations (Battlefield Function 18) as Accomplished by a Forward Support Battalion Volume 1: Function Analysis				5a. CONTRACT OR GRANT NUMBER MDA 903-92-D-0075	
				5b. PROGRAM ELEMENT NUMBER 0602785A	
6. AUTHOR(S) Sam H. Whitley and Melissa Anderson				5c. PROJECT NUMBER A791	
				5d. TASK NUMBER 2228	
				5e. WORK UNIT NUMBER R03	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) BDM Federal, Inc. 1801 Randolph Road, S.E. Albuquerque, NM 87106				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences ATTN: TAPC-ARI-IK 5001 Eisenhower Avenue Alexandria, VA 22333-5600				10. MONITOR ACRONYM ARI	
				11. MONITOR REPORT NUMBER Research Product 98-22	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.					
13. SUPPLEMENTARY NOTES Kathleen A. Quinkert, Contracting Officer's Representative					
14. ABSTRACT (Maximum 200 words): The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training. The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the FA and user's guide for BF 18 as performed by the forward support battalion.					
15. SUBJECT TERMS Structured Training Staff Training Multiechelon Training Training Strategy Functions Analysis of Functions Command and Control					
16. REPORT Unclassified			17. ABSTRACT Unclassified		18. THIS PAGE Unclassified
			19. LIMITATION OF ABSTRACT Unlimited	20. NUMBER OF PAGES 430	21. RESPONSIBLE PERSON (Name and Telephone Number) Kathleen A. Quinkert (502) 624-6928/3450

Research Product 98-22

**Plan for Combat Operations
(Battlefield Function 18)
as Accomplished by a
Forward Support Battalion
Volume 1: Function Analysis**

Sam H. Whitley and Melissa Anderson
BDM Federal, Inc.

**Armored Forces Research Unit
Barbara A. Black, Chief**

U.S. Army Research Institute for the Behavioral and Social Sciences
5001 Eisenhower Avenue, Alexandria, Virginia 22333-5600

February 1998

**Army Project Number
2Q26785A791**

Education and Training Technology

Approved for public release; distribution is unlimited.

FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The function analysis described in this report is a product of one of three efforts conducted under the ARI project, "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)." The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled "critical combat functions (CCFs)" and now labeled "battlefield functions (BFs)." The previous projects analyzed: all BFs performed by a heavy battalion task force; a sample of seven BFs performed by an armored brigade; and the integration of fire support BFs as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BFs in the Command and Control BOS. Separate coordinated analyses of these BFs were performed for the armored brigade headquarters and four types of supporting units, one of which is the Forward Support Battalion.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

ZITA M. SIMUTIS
Technical Director

ACKNOWLEDGMENTS

This analysis has benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director, Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program (FXXITP) office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the Training Directorate at U.S. Army Combined Arms Support Command, DTDD at USAARMC, and Operations Group at the National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, U.S. Army Armor School (USAARMS); COL Philip Federle, U.S. Army Engineer School; LTC David M. Annen, U. S. Army Field Artillery School; LTC Larry Newman, U.S. Army Air Defense Artillery School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Dr. Kathy Quinkert for her continual support and guidance. As Contracting Officer's representative, she interfaced with the FXXITP and the Army audience continually in providing program intent. Additionally, Ms. Dorothy Finley is acknowledged for serving as a peer reviewer for the product. She offered constructive comments that have improved both the content and style of the report. Also, special recognition is given to Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

Finally, a large debt of gratitude is owned to BG (Ret) Bill Mullen for guidance and support on this product. He provided the program management that ensured this product is well "synched" with past products as well as the Army of the future. His continual attention to details have provided the Army with a truly unique document.

PLAN FOR COMBAT OPERATIONS (BATTLEFIELD FUNCTION 18) AS
ACCOMPLISHED BY A FORWARD SUPPORT BATTALION

CONTENTS

	Page
OVERVIEW.....	1
PURPOSE AND OUTCOMES.....	1-1
FLOW CHARTS.....	2-1
TASK LINKAGES.....	3-1
KEY PARTICIPANTS BY TASK.....	4-1
KEY INPUTS AND OUTPUTS.....	5-1
TASK LIST SUMMARY.....	6-1
TASK LIST.....	7-1
TASKS ORGANIZED BY OUTCOMES.....	8-1
LESSONS LEARNED.....	9-1
GATE TASKS.....	10-1
REFERENCES.....	11-1
APPENDIX A. INDEX OF BRIGADE COMBAT TEAM BATTLEFIELD FUNCTIONS.....	A-1
B. STRUCTURE OF BATTLEFIELD FUNCTIONS RELEVANT TO BRIGADE OPERATIONS.....	B-1
C. BF _s LISTED BY ECHELON.....	C-1
D. USER'S GUIDE.....	D-1
E. ACRONYMS AND ABBREVIATIONS.....	E-1

LIST OF FIGURES

Figure 1. Depiction of a task contributing to the accomplishment of another task.....	2-1
2. Depiction of the relationship between tasks and subtasks	2-2
3. Depiction of placement of the box reflecting information input and output	2-2
D-1. Assessment worksheet for heavy brigade performance of BF 18	D-7
D-2. Overview of tasks by outcomes for BF 18 FA.....	D-9
D-3. Example of supporting tasks extracted from the Task List of BF 18 FA.....	D-10
D-4. Excerpt from References component of BF 18 FA.....	D-10
D-5. Excerpt from Lessons Learned Integrated into the Task List component of BF 18 FA	D-11
D-6. Excerpt from Key Participants by Task component of BF 18	D-11
D-7. Excerpt from Key Inputs and Outputs component of BF 18 FA.....	D-13
D-8. Excerpt from Gate Tasks component of BF 18 FA.....	D-14
D-9. Extract from CATS for battalion task force	D-15

OVERVIEW

The results of the Army Research Institute's (ARI) examination of battlefield functions (BFs) relevant to a heavy (armored or mechanized) brigade combat team's combined arms operations are in two volumes. Volume 1, Function Analysis, identifies and describes various components necessary to accomplish the function. The components were selected based on their relevance to a unit trainer's interests. Volume 2, Assessment Package, is an assessment aid. It describes performance measures based on the purpose, outcomes, and tasks supporting the outcomes identified in the Function Analysis (Volume 1).

This overview provides the reader/user with necessary and relevant information concerning the analysis of BF 18, Plan for Combat Operations, as performed by a forward support battalion (FSB). Participants and organizational structure identified in this analysis are based on table of organization and equipment (TO&E) 63006L000 and are augmented by FM 63-20, Forward Support Battalion, dated 26 February 1990.

This function analysis (FA), Plan for Combat Operations (BF 18), is a product of the process of developing a training strategy for the FSB. It is the first of three BFs (Plan, Prepare, and Execute) which compose the command and control (C2) battlefield operating system (BOS). The analysis reflects all the tasks, participants, products, and processes required by the FSB to achieve the outcomes necessary for the commander (Cdr) to plan for combat operations. The FSB Cdr is the senior logistician in the brigade (Bde), and as such, is the senior logistics advisor to the Bde Cdr.

A battlefield function is defined as processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-Battlefield Operating Systems (BOSs) linkages.¹

Synchronization - the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time, chosen by the commander - starts in the planning phase (BF 18) when the FSB commander first visualizes and articulates his intent and concept of the operation to his staff and the battalion subordinate/supporting commanders. Synchronization continues into the preparation phase (BF 19) with the rehearsals, other preparations for battle, and refinements of the original operations plan. In the execution phase of the battle (BF 20), the commander must make timely decisions based upon the rapidly changing situation. He will be the center of multiple cycles of monitoring, planning, and directing as he, the FSB, and the supported brigade react to change in mission, enemy, terrain, troops, and time (METT-T).

¹ The term "Battlefield Function (BF)" was designated by the U.S. Army Training and Doctrine Command (TRADOC) in September 1996 to replace "Critical Combat Function (CCF)". At the same time, the term was redefined. TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).

Synchronization of BFs provides commanders at tactical echelons with a definable outcome that materially affects the battle. Without this synchronization it is doubtful that a commander's concept and intent will be achieved.

This analysis identifies the critical tasks and subtasks undertaken by FSB Cdr, his staff, and the FSB subordinate/supporting commanders. It is the initial step in the continuum of the activities which includes performance of BFs 19 and 20, as well as those tasks unique to providing logistical support to a heavy brigade fighting the brigade deep, close, and rear battles. For the purpose of the analysis, the function is depicted as beginning when the battalion receives a warning order (WARNO) from either the division support command (DISCOM) or the supported brigade, and ending with the publication of a battalion order and the subordinate commander's confirmation briefing to the battalion commander. The first task identified in the task list component gives cognizance to the operational requirements of the FSB Cdr and staff which will be conducted concurrently with the rapid and efficient production of an order. This task was developed based on a scenario which has the FSB deployed forward in the battle area, supporting a brigade not yet in contact but occupying forward assembly areas and anticipating immediate receipt of a division operations order (OPORD).

This FA reflects employment of the FSB Cdr as the senior officer in the brigade support area (BSA); as such he is responsible for all FSB units and all brigade elements occupying the BSA. The FSB Cdr does not command other brigade elements occupying the BSA; however, he does have a relationship with them which is much like the relationship he has with the Bde Cdr. It is similar to the relationship that his maintenance support teams have with the task forces they support. When they are within the scope of his responsibility, they must work together to accomplish the higher (brigade) commander's intent. It is critical, therefore, that the FSB Cdr includes brigade and other elements occupying the BSA in his planning process.

The Bde Cdr is responsible for the brigade rear battle; however, the FSB commander is responsible for handling enemy Levels I and II activities which threaten the BSA. He is responsible for orchestrating the defense of the BSA under the base cluster concept, and must, therefore, integrate the defense of all elements occupying the BSA in his defensive plans. This function analysis addresses tasks that reflect this doctrinal responsibility.

Planning conducted during the FSB's preparation phase will be discussed in BF 19, Direct and Lead the FSB during Preparation for the Battle. Planning conducted during the FSB's execution phase will be discussed in BF 20, Direct and Lead the FSB during Execution of the Battle.

For purposes of this BF, the area of operations (AO) is defined as:

- a. The brigade support area (BSA) and the area immediately surrounding the BSA in which BSA reconnaissance and surveillance (R&S) elements could patrol and where listening posts (LPs) and observation posts (OPs) could be positioned.

- b. Main supply routes (MSRs) and alternate supply routes (ASRs) leading into and out of the BSA.
- c. Areas forward of the BSA in which logistics operations are conducted by BSA elements; e.g., logistics release points (LRPs) and ambulance exchange points (AXPs).

FSB areas of interest (AI) are defined as those areas outside the BSA from which enemy elements could threaten BSA logistics operations and require force protection but which are beyond the capability of BSA elements to provide security. Examples include avenues of approach for Level III enemy mechanized forces, as well as areas in the vicinity of the BSA which could be used by enemy Levels I or II elements to launch attacks on the BSA. Such areas would not be accessible to BSA R&S elements but could be observed by brigade or division aviation elements.

Planning of logistical support is performed by two sections of the FSB. The battalion S4 conducts battalion internal logistical support planning; the battalion support operations officer conducts the logistical planning to support the maneuver brigade.

Unlike the supported Bde, the FSB has only one battalion level CP, with each FSB company maintaining a CP. Normally the maintenance company CP is designated as the battalion alternate CP. It would take over command and control functions only when the battalion CP is destroyed or has lost communication with the rest of the battalion.

For purposes of this analysis, references to coordination with task force field trains elements are intended to include all field trains elements (e.g., field artillery Bn, engineer Bn, etc) in BSA.

This BF recognizes that planning is a continuous process. The function analysis includes tasks that reflect that the FSB commander and staff continue to revise and refine the plan until a point where further refinement is dysfunctional to the conduct of subordinate preparation and execution activities. Tasks concerning refinement of the plan are included in FSB BF 19, Direct and Lead the FSB during Preparation for the Battle.

This analysis depicts the FSB collective tasks necessary to plan for the conduct of combat service support operations in support of a heavy brigade. Addressed are collective tasks performed by the FSB Cdr, his staff, and other members of the FSB who normally participate in battalion planning. The FSB's ability and capability to perform all tasks will be affected by technology (e.g., automation systems) that is in different states of fielding.

This analysis reflects those tasks that the FSB Cdr and staff must perform in order to conduct "parallel planning" along the same timeline as the DISCOM and supported maneuver brigade in order to reduce the planning time on the part of the FSB staff. The goal is efficient integration of planning and orders production. The FSB participants in the supported maneuver brigade military decision-making process (MDMP) are identified, as are the tasks that they perform, so that "parallel planning" can occur. In addressing command and control, FM 63-20,

(Forward Support Battalion), indicates that the brigade S4 is responsible for planning "all" aspects of logistics on behalf of the Bde Cdr. The FSB Cdr is depicted as an operator who does not participate in the planning process with the brigade. However, under "sustainment principles," FM 63-20 also states that the FSB Cdr and staff must provide required input to the brigade planning process to ensure that the scheme of maneuver and fire support plan can be supported logistically. This is not possible unless the FSB Cdr and staff participate in parallel planning and assist the brigade staff in its initial planning procedures. Therefore, this analysis reflects that the FSB Cdr designates an officer, normally the support operations officer or the S2/3, to attend the brigade's initial planning sessions. The intent is to assist in brigade logistical planning by providing information on FSB capabilities and constraints, as well as to assist in making a determination concerning the supportability of the options being considered by the brigade.

The product of this BF will be an OPORD which contains the necessary information which will enable all elements subordinate to, or operating with (e.g., the task force field trains elements located in the BSA), the FSB to successfully accomplish the mission.

The output of this BF will become the planning input for all other BFs performed by the FSB in the preparation and execution phases. A final step in the development of this function analysis will be the integration of task analyses' information from ongoing task analyses of other relevant BFs. This integration will permit the matching of critical tasks and information from FSB BF 18 with the other FSB BFs now being analyzed, as well as with the analyses of BFs being performed by units with elements normally operating with the FSB, such as the Bde's task forces.

Performing the MDMP under time constraints has been addressed for each task. Although these procedures can be used under any planning circumstances, they most commonly would be used by the FSB Cdr and staff when time for planning is short or when there is a need to issue a fragmentary order (FRAGO) during the battle. As will be seen, the time-constrained application of the MDMP does not omit any steps of the MDMP, but it does reflect procedures to reduce the time required to conduct the planning.

This analysis reflects and focuses on current and emerging Army doctrine contained in FM 63-20, Forward Support Battalion, dated 26 July 1990, and the relationship to the MDMP outlined in FM 101-5, Command and Control for Commanders and Staff, July 1993. At the time of writing this analysis (October 1996), the Command and General Staff College, proponent for FM 101-5, Command and Control for Commanders and Staff, was in the process of rewriting the draft manual. The function analysis recognizes the decision by the Commanding General, Combined Arms Center, that there is only one MDMP and that commanders in the field will have to modify the single process based on situation constraints. The authors coordinated continuously with the Command and General Staff College to ensure that doctrine reflected in this analysis is accurate and current. However, information reflected in the recently published FM 101-5 (31 May 1997) will most likely require minor modification of this analysis. The currency of the analysis will also be affected by changes to unit capabilities such as the additional technology (e.g., information systems) now in different stages of fielding. A requirement for minor modifications of this analysis is also anticipated when the new ARTEP 63-005-MTP is published.

This analysis addresses emerging doctrine related to the employment of FSB in support of a heavy maneuver brigade. An effort was made to identify specific task titles taken directly from the appropriate Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP). The wording of each task in this analysis is sometimes a direct quote from the MTP. Generally, however, the wording of the tasks is an integration of tasks and requirements derived from ARTEP-MTPs, applicable Field Manuals (FMs), and other related documents. Those tasks not taken from the ARTEP-MTPs are: a) derived titles that may apply only to a part of an ARTEP-MTP subtask or some other element of the ARTEP-MTP; b) multiple subtasks from several different, but related, tasks; c) tasks that are not directly stated in the ARTEP-MTP, but are implied by other tasks or requirements in an applicable FM or other related document; d) tasks derived from Center for Army Lessons Learned publications; e) tasks developed during coordination visits with TRADOC proponent schools, FORSCOM units, and the Combat Training Centers; or f) performance requirements considered necessary based on experience of the analyst.

PURPOSE AND OUTCOMES

This component identifies what the battlefield function (BF) is supposed to accomplish overall, which we term as the purpose. This component also identifies the end states or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the end states that performance of the tasks will accomplish.

PURPOSE

The forward support battalion (FSB) provides direction and guidance to all elements of the FSB in the form of orders.

OUTCOMES

1. Complete, concise, feasible, suitable, acceptable, and tactically sound FSB orders that conform to doctrinal standards are issued.
2. FSB written and verbal orders are received in no more than 1/3 of the available time and are understood by key participants and subordinates.
3. Sufficient hard copies of battalion orders and all key accompanying documents are provided to key personnel in accordance with tactical standing operating procedures (TSOP).
4. Logistics support to the brigade, other FSB operations, and command and control continue during the planning process.

FLOW CHARTS

This component provides a graphical/pictorial description of BF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purposes of this component are: to describe the flow of tasks during each battle phase; to describe vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other BF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the BF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 1 illustrates the battalion (Bn) or battalion task force (Bn TF) task contributing to or otherwise supporting the brigade (Bde) task.

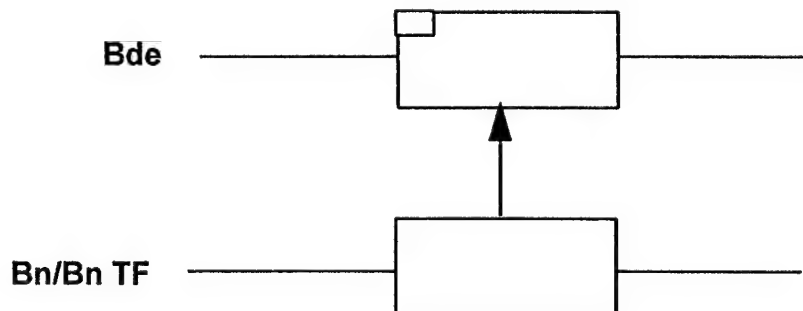


Figure 1. Depiction of a task contributing to the accomplishment of another task.

Lines with no arrowheads reflect a task and its subordinate (sub)tasks. Figure 2 illustrates this association.

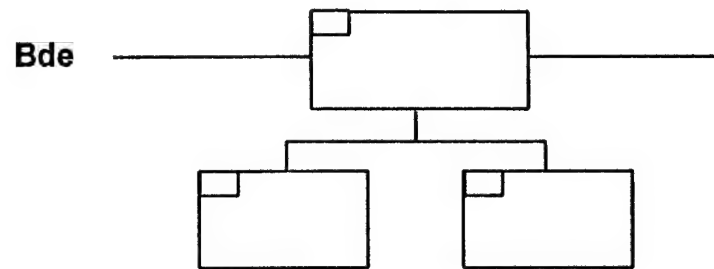


Figure 2. Depiction of the relationship between tasks and subtasks.

Inputs and/or outputs, as contained in the “Key Inputs and Outputs” component (section 5) of this BF function analysis (FA), are also reflected on the flow charts. The relevant input and/or output letter listed in the “Key Inputs and Outputs” component is listed in a box on the outside upper right of the task. Relevant information input for each task is depicted to demonstrate information which is required to perform the task; output information is that which is produced as a result of performing the task. Figure 3 illustrates how information input and output are depicted.

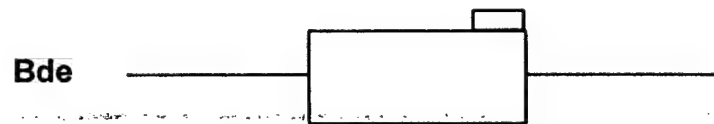
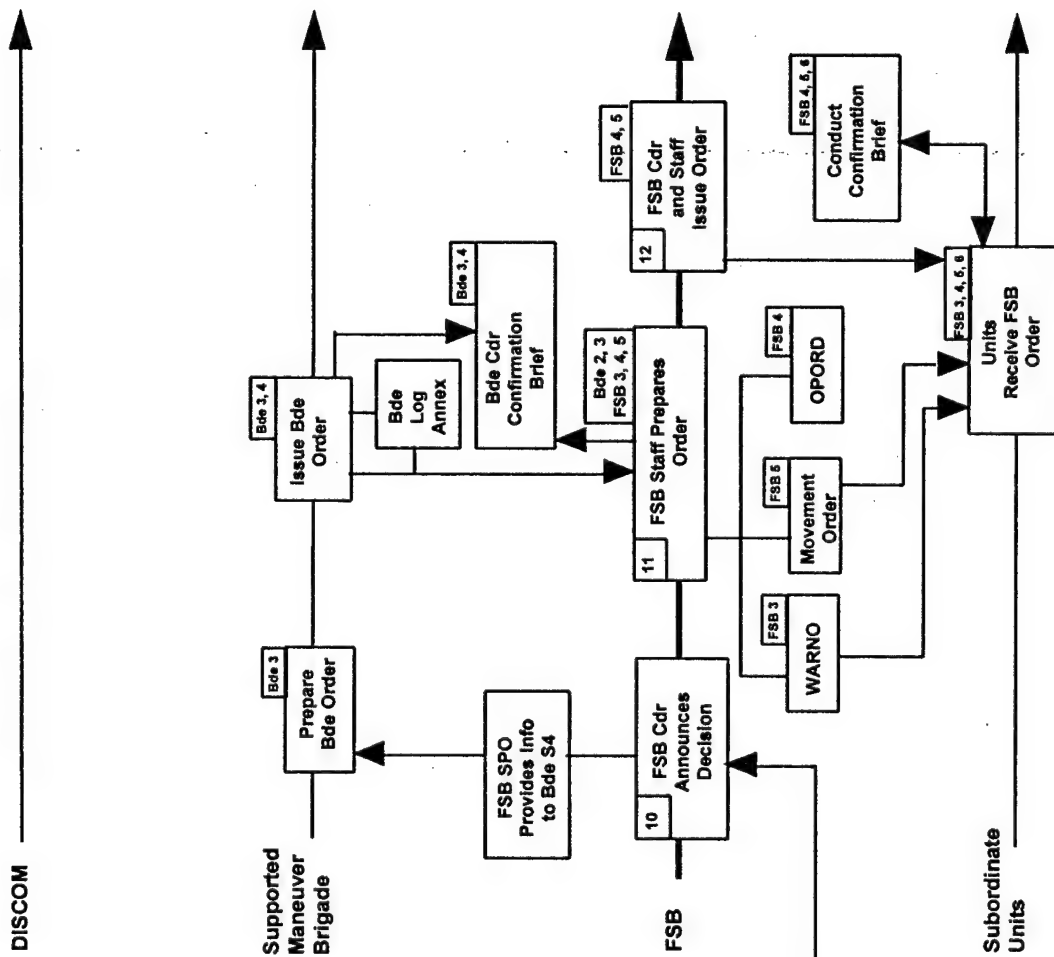


Figure 3. Depiction of placement of the box reflecting information input and output.



TASK FLOW Plan (Continued)



TASK LINKAGES

This component links the tasks performed as a part of this function with the tasks performed in other BFs or by other units. The purpose of this component is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extrapolated for BFs/type units for which FAs have not been accomplished. For tasks extracted from published BF FAs, the task number is provided.

TASKS

1. **The forward support battalion commander and staff direct and lead the forward support battalion during planning for the battle.**

LINKS TO OTHER BFs/UNITS

Division support command (DISCOM) BF 4.

- The DISCOM intelligence officer (S2) disseminates intelligence information to the FSB S2/operations and training officer (S3) section.

Brigade BF 4, Task 2., b., 1), e).

- The S2 section disseminates intelligence to all subordinate elements within the brigade.

Brigade BF 4, Task 7., a.

- The S2 section has a system that recognizes that everyone who requires information receives it.

Brigade BF 18, Task 1., e., 1), b).

- The Bde adjutant/personnel officer (S1)/supply/logistics officer (S4) co-locates the brigade rear command post (CP) within the FSB CP.

Brigade BF 18, Task 1., e., 1), f).

- The Bde S1/S4 coordinates with the FSB staff requirements for sustaining close, deep and rear operations.

Brigade BF 18, Task 1., e., 5).

- The brigade S4 conducts logistical operations and closely coordinates with the brigade S1 and the FSB.

Brigade BF 28, Task 21., c.

- All units operating in the BSA maintain

radio units or messenger communications with the FSB CP/brigade rear CP.

- The division signal battalion (Bn) establishes the Bde rear communications system.

Signal Battalion BF 18.

- The division signal battalion establishes the brigades rear communications system.

Engineer BF 18, Task 1., e., 7), h).

- The Engineer (Engr) Bn headquarters and headquarters company (HHC) commander serves as staff engineer to the FSB.

Air Defense BF 16, Task 1., b., a), 1).

- The battery provides protection of brigade assets in accordance with brigade positions.

Brigade BF 15, Task ., d., 8).

- The brigade fire support officer (FSO) through coordination with the brigade S4 and FSB S3, determines force support requirements for protection of the FSB, brigade nodes, and for brigade rear area.

Fire Support BF 18, Task 1., e., 1), e).

- The battalion administration and logistics operation center (ALOC) conduct operations. The battalion S4 activates the ALOC. Coordinates with the FSB staff requirements for sustaining close, deep and rear operations.

2. **The forward support battalion receives an order initiating a new mission from higher headquarters.**

DISCOM BF 18.

- The DISCOM security, plans, and operations (SPO) section issues a warning order.
- Support operations officer provides input for development of DISCOM operations order (OPORD).

Brigade BF 18, Task 1., d., 7), a).

- The brigades S3 section disseminates

necessary WARNOs and FRAGOs to all subordinate commands.

Brigade BF 18, Task 2., d., 2), b).

- The division order, or appropriate parts are reproduced and distributed to FSB staff.

Brigade BF 28, Task 2., d.

- The brigade S4 communicates critical information from the division orders briefing to the FSB support operations officer to initiate FSB parallel planning.

DISCOM BF 28.

- Requirements for additional transportation support and route clearances are planned and approved by the DISCOM movement control officer (MCO).

Brigade BF 28, Task 6., a., 2), a).

- Coordinates with the brigade military police (MP) platoon leader to identify traffic circulation and highway regulation requirements.

Brigade BF 28, Task 11., e., 3)

- The MP platoon leader proposes the traffic control plan and overlay containing mobile patrol areas.

DISCOM BF 29.

- Procedures for routine and emergency resupply are planned and coordinated with the DISCOM SPO and the division material management center (DMMC).

DISCOM BF 31.

- Procedures for Class IX requisitioning and distribution and equipment evacuation are planned and coordinated with the DISCOM SPO and DMMC.

DISCOM BF 32.

- Procedures for providing routine health care

and medical supply are planned and coordinated with the DISCOM division medical operations center (DMOC).

DISCOM BF 33.

- Procedures for providing emergency medical care and care for battlefield casualties are planned and coordinated with the DISCOM DMOC.

3. **The forward support battalion commander and staff conduct mission analysis.**

DISCOM BF 18.

- The DISCOM commander (Cdr) and staff conduct mission analysis.

Brigade BF 18, Task, 3., b., 4), p), (15).

- The brigade S4 ensures dissemination of logistics information resulting from mission analysis to the FSB support operations section and FSB S2/3 to support their parallel planning.

Brigade BF 18, Task 3., b., 4) p).

- The Bde S4 conducts mission analysis of the division order in coordination with the FSB support operations officer/section..

4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order.**

Task Force BF 18.

- Task force (TF) field trains elements and other BSA elements receive the FSB warning order.

5. **The forward support battalion commander issues initial planning guidance.**

DISCOM BF 18.

- The DISCOM Cdr issues planning guidance to the DISCOM staff.

Brigade BF 18, Task 5., c.

- The Bde issues planning guidance to the brigade staff.

6. **The forward support battalion commander and staff prepare staff estimates.**

DISCOM BF 18.

- The DISCOM S2 provides intelligence estimate information to the FSB S2/3 section.
- The DISCOM SPO provides staff estimate

information to the FSB executive officer (XO).

- FSB XO forwards staff analyses reports to and DISCOM SPO section. Reports provide limitations and constraints on the support mission and the protection of bases in the BSA.

Brigade BF 18, Task 6., t., 1).

- The brigade S4 in conjunction with the FSB commander and staff, proposes a logistical staff estimate.

Brigade BF 18, Task 6., t., 2).

- The brigade S4 develops an initial assessment of combat service support (CSS) capability to support the brigade.

7. The forward support battalion commander and staff develop course(s) of action.

Brigade BF 18, Task 7., i., a).

- The brigade S1 in conjunction with the FSB support operations officer, identifies personnel courses of action which can support the scheme of maneuver identified by each brigade course of action (COA).

Brigade BF 18, Task 7., i., 10).

- The brigade S4, in conjunction with the FSB support operations officer, identifies logistics courses of action which can support that scheme of maneuver identified by each brigades COA.

8. The forward support battalion commander and staff analyze course(s) of action.

DISCOM BF 18, Task 8., b.

- The brigade XO and entire staff conduct the war-gaming.

Brigade BF 18.

- The Bde Cdr and staff conduct war-gaming.

Brigade BF 18, Task 8., d., 5), b), c), (1).

- The engineer battalion XO ensures that the staff fully explores each COA during war-gaming to include, as appropriate:
 - survivability construction.

- combat road and trail construction.

Engineer effort required to support movement of logistics from BSA to maneuver unit trains.

9. **The forward support battalion staff compares courses of action.**

Brigade BF 18, Task 9., g.

- Information resulting from the brigade commander's decision is provided to the supporting battalion staffs.

10. **The forward support battalion commander announces decision.**

DISCOM BF 18.

- The DISCOM commander announces his decision.

Brigade BF 18, Task 10., b.

- The brigade commander announces his decision.

11. **The forward support battalion staff prepares an operations order/fragmentary order.**

DISCOM BF 18.

- The DISCOM prepares an OPORD/fragmentary order (FRAGO).

Brigade BF 18, Task 11., z., 1), c).

- The brigade S4 proponent input to the brigade OPORD. Incorporates information from the FSB commander regarding: all classes of supplies, service, and maintenance; unit troop locations, priority of support, and maintenance.

Brigade BF 18, Task 11., z., 1), j).

- The brigade S4 prepares input to the brigade OPORD. Coordinates with the FSB support operations section to complete place for tactical operations based on war-gaming and the brigade commander's divisions.

Brigade BF 18, Task 11., z., 4).

- The brigade S4 prepares the brigade service support annex in coordination with the brigade S1 and the FSB staff.

12. **The forward support battalion commander and staff issue the operations order or fragmentary order.**

Brigade BF 18, Task 11., z.

- The brigade S4 submits draft CSS annex to the FSB commander for revision.

DISCOM BF 18.

- The DISCOM conducts an OPORD briefing.

Brigade BF 18.

- The Bde conducts an OPORD briefing.

Task Force BF 18.

- The TF field trains Cdrs, and other BSA elements, attend the FSB OPORD briefing.

KEY PARTICIPANTS BY TASK

This component identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit table of organization and equipment (TO&E) and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this component is to help commanders and trainers identify the training audience required for a training event.

TASKS

PARTICIPANTS

- | | |
|---|---|
| 1. The forward support battalion commander and staff direct and lead the battalion during planning for the battle. | Bde and DISCOM coordinating staff, Bde S1 and S4 sections, the DMMC, the DMOC, FSB Cdr, FSB command sergeant major (CSM), FSB XO, FSB coordinating staff, Bde fire support officer (FSO), Bde engineer. |
| 2. The forward support battalion receives an order initiating a new mission from higher headquarters. | Bde and DISCOM coordinating staff, Bde S1 and S4 sections, DMMC, DMOC, FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff. |
| 3. The forward support battalion commander and staff conduct mission analysis. | Bde and DISCOM coordinating staff, Bde S1 and S4 sections, DMMC, DMOC FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff. |
| 4. The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order. | Bde S1 and S4 sections, FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff, FSB company Cdrs, TF field trains Cdrs, signal Bn element, air defense artillery (ADA) Bn element, MP element. |
| 5. The forward support battalion commander issues initial planning guidance. | Bde S1 and S4 sections, FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff. |
| 6. The forward support battalion commander and staff prepare staff estimates. | Bde S1 and S4 sections, FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff. |
| 7. The forward support battalion commander and staff develop course(s) of action. | Bde S1 and S4 sections, FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff. |

- | | | |
|-----|---|---|
| 8. | The forward support battalion commander and staff analyze course(s) of action. | Bde S1 and S4 sections, FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff. |
| 9. | The forward support battalion staff compares courses of action. | Bde S1 and S4 sections, FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff. |
| 10. | The forward support battalion commander announces decision. | Bde S1 and S4 sections, FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff. |
| 11. | The forward support battalion staff prepares an operations order/fragmentary order. | Bde and DISCOM coordinating staff, Bde S1 and S4 sections, DMMC, DMOC, rear command post operations center (RCPOC), FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff. |
| 12. | The forward support battalion commander and staff issue the operations order or fragmentary order. | Bde and DISCOM command groups and coordinating staff, Bde S1 and S4 sections, main support battalion (MSB) Cdr, DMMC, DMOC, FSB Cdr, FSB CSM, FSB XO, FSB coordinating staff, Bde FSO, Bde engineer, FSB company Cdrs, TF XOs, TF S4s, TF headquarters and headquarters (HHC) Cdrs, and Bn maintenance officers (BMO), TF field trains Cdrs, TF first sergeants and support platoon leaders, signal Bn element, ADA Bn element, and the MP element. |

KEY INPUTS AND OUTPUTS

This component identifies critical input information required by participants to successfully accomplish the BF. Where information results from the performance of the BF tasks, BF information output will be identified. One BF's information output normally is provided as another BF's input. Critical input and output information is organized by the specific part of the doctrinal product or the means used to communicate the information. The orders' content reflected below is based on information obtained during the revision of the 1993 draft of FM 101-5. The orders outlines have been expanded to facilitate development of material to support unit training. The source of critical information identified is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this component is to identify information required to drive a training exercise for this BF as performed by this echelon and to establish standards for measuring the performance of BF tasks.

KEY INPUTS

D - 1 DIVISION TSOP

- a. Battle command procedures.
- b. Control procedures.
- c. Tactical movements procedures.
- d. Assembly area occupation procedures.
- e. Other tactical operations procedures.
- f. Air defense procedures.
- g. Signal procedures.
- h. Intelligence and security procedures.
- i. Nuclear, biological, and chemical (NBC) procedures.
- j. Engineer procedures.
- k. Fire support procedures.
- l. Army aviation procedures (to include air transport and aerial resupply).
- m. Procedures for attachments and detachments.
- n. Logistics procedures.

- o. Personnel procedures.
- p. MP procedures.
- q. Civil-military operations (CMO) procedures.
- r. Host nation (HN) support procedures.

DSC - 1 DISCOM TSOP

- a. Battle command procedures.
 - 1) Succession of command.
 - 2) Alternate CPs.
 - 3) Displacement of CPs.
 - 4) Orders and plans.
 - 5) CP communications.
 - 6) Reports.
- b. S1 section responsibilities.
 - 1) Assigning replacement personnel.
 - 2) Distribution center.
 - 3) Religious services.
 - 4) Maintaining personnel statistics.
 - 5) Maintaining medical status.
 - 6) Graves registration (GRREG) processing.
 - 7) Accident reporting.
 - 8) Casualty processing.
 - 9) Personnel accounting.

- c. SPO intelligence responsibilities.
 - 1) Battle tracking.
 - 2) Operations security (OPSEC) procedures.
 - 3) Sensitive item accounting.
 - 4) Weather data.
 - 5) Intelligence processing.
 - 6) Enemy prisoners of war (EPW).
 - 7) Classified materials.
- d. SPO operations responsibilities.
 - 1) Movements.
 - a) Counter-ambush procedures.
 - b) Procedures in event of air attack.
 - 2) Rear area protection.
 - a) Command and control (C2).
 - b) Base cluster defense concept.
 - c) Reaction force.
 - d) Vulnerability analysis.
 - e) Procedures in event of ground attack.
 - f) Procedures in event of air attack.
 - g) Signals and codewords.
 - 3) Communications.
 - a) Division support area (DSA) communications.

- b) DISCOM communications.
- 4) NBC.
 - a) NBC warning and reporting system (NBCWRS).
 - b) NBC teams.
 - c) Decontamination.
 - d) Operational exposure guidance (OEG).
- e. S4 section responsibilities.
 - 1) Supply.
 - 2) Maintenance.
 - 3) Transportation (to include air transport and aerial resupply).
- f. Material management center responsibilities.
 - 1) Supply.
 - 2) Maintenance.
 - 3) Transportation (to include air transport and aerial resupply).
 - 4) Medical.
 - 5) Field services.
- g. Medical support.
 - 1) Ambulance exchange point (AXP).
 - 2) Mass casualties.
 - 3) Patient evacuation.
 - 4) Battalion aid station (BAS) reconstitution.
 - 5) Contaminated casualty treatment.

- h. Logistics release point (LRP) procedures.
- i. Ammunition transfer point (ATP) procedures.
- j. Direct support combat service support (CSS) procedures.
 - 1) Class (CL) I (subsistence items), VI (personal demand items), and water.
 - 2) CL II (individual equipment) , III(petroleum, oils, and lubricants), IV (construction and barrier material), and VII (major end items).
 - 3) CL III bulk.
 - 4) CL V (ammunition).
 - 5) CL VIII (medical material).
 - 6) CL IX (repair parts and components).
 - 7) Maintenance.
 - 8) Transportation (to include air transport and aerial resupply).
 - 9) Medical.
 - 10) Field services.
 - a) GRREG.
 - b) Salvage.
 - c) Clothing exchange and bath (CEB).
- k. Procedures for attachments and detachments.
- l. HN support procedures.
- m. Reports.
- n. Pre-combat checklists.
- o. Liaison procedures.

DSC - 2 DISCOM WARNING ORDER (WARNO)

a. HEADING

- 1) References. (Maps, charts, and other relevant documents.)
- 2) Time zone used throughout the order.
- 3) Task organization.

b. SITUATION

- 1) Enemy forces. (Include significant changes of information.)
- 2) Friendly forces.
 - a) Division mission.
 - b) Division commander's intent.
 - c) Division concept of operation.
 - d) Missions of units to the immediate left and right of the division.
 - e) Missions of other units with a significant bearing on the DISCOM.
- 3) Attachments and detachments.

c. MISSION of the DISCOM.

d. EXECUTION

Intent of the DISCOM commander (if available).

- 1) Concept of operation (when available).
- 2) Task to subordinate units.
 - a) FSB.
 - b) FSB.

- c) FSB.
- d) MSB.
- 3) Division tasks to maneuver units (when available).
 - a) Tasks to units for execution.
 - b) Movement to be initiated (time).
 - c) Reconnaissance to be initiated (time).
 - d) Security to be in place (time).
- 4) Tasks to combat support units (when available).
- 5) Coordinating instructions.
 - a) Commander's critical information requirements (CCIR).
 - b) Risk guidance.
 - c) Deception guidance.
 - d) Timeline.
 - e) Guidance on orders and rehearsals.
 - g) Orders group meeting (attendees, location, and time) (when applicable).
 - h) Earliest time of movement and degree of notice.
- e. SERVICE SUPPORT
 - 1) Special equipment. (Identification of requirements and coordination instructions for transfer to using units.)
 - 2) Transportation. (Identification of requirements and coordination instructions for pre-positioning of assets.)
- f. COMMAND AND SIGNAL

- 1) Command. (Chain of command if different from DISCOM standing operating procedures [SOP].)
 - 2) Signal. (Identification of current signal operating instructions [SOI] and repositioning of assets to support the operation.)
- g. ACKNOWLEDGE. (Statement directing acknowledgment of receipt and understanding.)

DSC - 3 DISCOM OPORD

a. HEADING

- 1) References. (Maps, charts, DATUM, and other related documents needed to understand the order.)
- 2) Task organization:

b. SITUATION

- 1) Enemy forces.
 - a) Description of the enemy to include level I threat in division rear area.
 - b) Enemy most probable course of action (COA).
 - c) Enemy COA most dangerous to the DISCOM.
 - d) Assessment of terrorist activities directed against the DISCOM.
- 2) Friendly forces.
 - a) Corps mission.
 - b) Corps commander's intent.
 - c) Corps concept of operation.
 - d) Division mission.
 - e) Division commander's intent.

- f) Division concept of operation.
 - g) Missions of units to the immediate left and right of the DISCOM.
 - h) Missions of other units with a significant bearing on the ability of the DISCOM to accomplish its mission.
- 3) Attachments and detachments.
- c. MISSION
- d. EXECUTION

Intent of the DISCOM commander.

- 1) Concept of operation (by phase if required).
 - a) Maneuver.
 - b) Fire support.
 - c) Mobility and survivability.
 - (1) Priority of support.
 - (2) Priority of mobility and survivability assets as appropriate for general support (GS) units.
 - (3) Designation of authority to emplace obstacles.
 - d) Air defense (AD).
 - (1) Priorities for air defense.
 - (2) AD weapons status.
 - (3) AD warning status.
 - e) Command and control warfare (C2W).
 - f) CSS.
 - (1) Material and services.

- (a) Supply.
 - (b) Transportation.
 - (c) Services.
 - (d) Labor.
 - (e) Maintenance.
- (2) Medical.
- (3) Personnel.
- (4) CMO.
- 2) Tasks to subordinate units.
 - a) FSB.
 - b) FSB.
 - c) FSB.
 - d) MSB.
- 3) Task to maneuver units (when available).
- 4) Tasks to combat support units.
 - a) Fires.
 - (1) Air support.
 - (2) Field artillery support.
 - (3) Fire support coordinating instructions.
 - b) Mobility and survivability.
 - (1) Engineer (and engineer overlay).
 - (2) NBC operations.

- c) Air defense.
 - (1) Organization for combat.
 - (2) Missions.
 - (3) Priorities for protection.
- d) C2W.
 - (1) Functional and support roles of attached military intelligence (MI) units.
 - (2) Deception.
 - (3) Electronic warfare (EW).
 - (4) Psychological warfare.
- 5) Coordinating instructions.
 - a) Time or condition when the DISCOM OPORD becomes effective.
 - b) CCIR
 - (1) Priority intelligence requirements (PIR) (if not addressed in Annex B [Intelligence]).
 - (2) Essential elements of friendly information (EEFI) (if not addressed in Annex B [Intelligence]).
 - (3) Friendly forces information requirements (FFIR) (if not addressed in Annex B [Intelligence]).
 - c) Risk reduction control measures.
 - (1) Anti-terrorist actions.
 - (2) Mission-oriented protective posture (MOPP).
 - (3) OEG.
 - (4) Vehicle recognition signals.

- (5) Fratricide prevention measures.
 - d) Rules of engagement (ROE).
 - e) Environmental considerations.
 - f) Any other coordinating instructions or additional instructions.
- e. SERVICE SUPPORT
 - 1) Support concept.
 - a) Synopsis of the DISCOM mission.
 - b) DISCOM headquarters and/or DISCOM support area locations.
 - c) The DISCOM support priorities.
 - d) The DISCOM commander's priorities of support.
 - e) Corps units in the DISCOM supporting the division.
 - f) Significant and/or unusual CSS issues that might impact the overall division operation.
 - g) Any significant CSS risks.
 - h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
 - 2) Material and services.
 - 3) Medical evacuation (MEDEVAC) and hospitalization.
 - 4) Personnel.
 - 5) Civil-military cooperation.
 - 6) Miscellaneous.
- f. COMMAND AND SIGNAL

- 1) Command.
 - a) Map coordinates for DISCOM CP locations.
 - b) Chain of command if different from DISCOM SOP.
- 2) Signal.
 - a) Signal instructions.
 - b) Identification of current SOI.
 - c) Required DISCOM reports, formats, and times due.

g. ACKNOWLEDGE

h. ANNEXES

- 1) A-Task organization.
- 2) B-Intelligence.

a) SITUATION

(1) Enemy.

- (a) Terrain.
- (b) Weather.
- (c) Enemy capabilities and/or activities.
 - 1 Known and templated locations and activities of enemy units to level I.
 - 2 Significant enemy maneuver and other functional area capabilities that impact on accomplishment of DISCOM functional area operations.
 - 3 Expected employment of enemy assets based on most probable enemy COA.

- 2) Friendly situation.
- 3) Attachments and detachments.
- b) MISSION
- c) EXECUTION
 - (1) Concept of intelligence support to support the overall DISCOM operation.
 - (2) Tasks to subordinate units. (Detailed intelligence acquisition tasks, by unit.)
 - (3) Multidisciplined counterintelligence (CI). (Special operational instructions having CI aspects.)
 - (4) Coordinating instructions.
 - (a) Intelligence requirements and their priority.
 - (b) Intelligence acquisition.
 - 1 Requests to division, corps, adjacent, and cooperating units (for intelligence information).
 - 2 Requests for information from other units not organic or attached.
 - (c) Measures for handling personnel, documents, and material.
 - 1 Enemy prisoners of war (EPWs), deserters, repatriates, civilian inhabitants, and other persons.
 - a Special handling and segregation instructions.
 - b Location of EPW collection points.

- 2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified DISCOM intelligence personnel [if different from TSOP].)
- 3 Captured material. (Specially designated items or categories of enemy material required for examination and specific instructions for their processing and disposition [if different from TSOP].)

(d) Documents or equipment required.
(Description of the conditions under which subordinate units can obtain or request documents or equipment, such as air photographs and maps [if different from the TSOP].)

(e) Distribution of intelligence products.

- 1 Periods that routine reports and distribution cover.
- 2 Distribution of special intelligence products.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Intelligence Estimate.

Tab 1 Situation Overlay.

(2) Appendix 2 - Reconnaissance and Surveillance.

(3) Appendix 3 - Signals Intelligence.

- (4) Appendix 4 - Multidisciplined Counterintelligence Estimate.
- 3) C-Operation Overlay
- 4) D-Fire Support
 - a) SITUATION
 - (1) Enemy.
 - (a) Description of enemy fire support and AD assets.
 - (b) Enemy capabilities and/or activities.
 - 1 Enemy rocket, cannon, and missile artillery.
 - 2 Numbers of possible enemy CAS, AI, and attack helicopter sorties by day.
 - 3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.
 - (2) Friendly situation.
 - (a) Division's concept of fires.
 - (b) Adjacent units' concepts of fires.
 - (c) Supporting air and naval forces.
 - b) MISSION
 - c) EXECUTION
 - (1) Concept of fires to support the DISCOM commander's concept and priority of fire support.
 - (2) Air support.
 - (3) Field artillery support.

- (a) Concept of support.
 - (b) Coordinating instructions.
 - (c) Fire support coordination measures (FSCMs).
 - (d) Time of execution of program of fires relative to H-Hour.
 - (e) ROE.
- d) SERVICE SUPPORT
 - (1) Location of ATPs and ammunition supply points (ASPs).
 - (2) Controlled supply rate (CSR).
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1 - Air Support.
 - (2) Appendix 2 - Field Artillery.

5) E-Mobility and Survivability

- a) SITUATION
 - (1) Enemy.
 - (a) Terrain.
 - (b) Weather.
 - (c) Enemy engineer capabilities and/or activities.
 - 1 Known and templated locations and activities of enemy engineer units to company level.

2 Significant enemy maneuver and engineer capabilities that impact DISCOM engineer operations.

3 Expected employment of enemy engineer assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of mobility and survivability operations to support the overall DISCOM operation, by phase and in priority.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) ROE for engineer units.

(b) Reference to supporting appendices.

d) SERVICE SUPPORT

(1) Command regulated classes of supply.

(2) Supply distribution plan.

(3) Transportation.

(4) Combat health support (CHS).

(5) HN.

(a) Type, location, facilities, assets, and support available.

- (b) Procedures for requesting and acquiring HN support.
 - (c) Limitations and restrictions on HN support.
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1 - Engineer.
 - (a) Scheme of engineer operations to support the overall DISCOM operation. The engineer main effort by mission and unit for each phase of the operation. Division level missions that impact the DISCOM.
 - 1 Obstacles. (The details of the countermobility effort. Identification of obstacle belts.)
 - 2 Situational obstacles. (Concept for employing situational obstacles to support the DISCOM plan. DISCOM planned and executed obstacles.)
 - (b) Tasks to subordinate units.
 - (c) Coordinating instructions.
 - 1 Times or events at which obstacle belts become effective.
 - 2 DISCOM PIR to be considered by subordinate engineer staff or PIR that must be reported.
 - 3 Mission reports required.
 - 4 Explanation of engineer work lines.
 - (d) SERVICE SUPPORT
 - (e) COMMAND AND SIGNAL

- (2) Appendix 2 - Environmental Considerations.
 - (a) Operational effect on environment versus military advantage.
 - (b) Coordinating instructions.
 - 1 Certification of local water sources.
 - 2 Solid waste and liquid waste management.
 - 3 Medical waste.
 - 4 Hazardous waste management.
 - 5 Flora and fauna protection.
 - 6 Archeological and historical preservation.
 - (d) SERVICE SUPPORT
 - (e) COMMAND AND SIGNAL.
(Responsibility for initial environmental considerations, guidance, point of contact [POC] who will process requested waivers to environmental governing standards, and who is responsible for coordinating and issuing instructions for disposal of hazardous material and waste.)
- (3) Appendix 3 - NBC Operations.
 - (a) Scheme of NBC defense operations to support the overall DISCOM operation.
 - (b) Tasks to subordinate units.
 - (c) Coordinating instructions.
 - 1 MOPP level guidance.

- 2 Automatic masking criteria.
- 3 Troop safety criteria.
- 4 Decontamination site locations.
- 5 Medical facilities and locations for treating chemical casualties.
- 6 Turn-in points for chemical and biological samples.
- 7 List of civilian and military facilities whose destruction could create militarily significant NBC hazards.
- 8 OEG guidance (if applicable).
- 9 Procedures for limiting electromagnetic pulse (EMP) effects.

(d) SERVICE SUPPORT
(Procedures for handling contaminated casualties; information on availability and locations of field expedient decontamination supplies, materials, and decontaminants.)

(e) COMMAND AND SIGNAL
(NBC warning and reporting system.)

(f) Tabs:

- 1 Tab 1- NBC Defense.
- 2 Tab 2 - Smoke operations.

6) F-Air Defense

a) SITUATION

(1) Enemy.

(a) Terrain. (Most likely routes of enemy ingress and egress.)

- (b) Weather.
- (c) Enemy air capabilities and/or activities.

- 1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft all weather capabilities and limitations.)
- 2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance characteristics, target preferences, tactics, and recent significant activities.)
- 3 Air avenues of approach.

- (2) Friendly situation. Description of how the air defense plan integrates with division plans.

- (3) Attachments and detachments.

b) MISSION

c) EXECUTION

- (1) Scheme of ADA support to the overall DISCOM operation. (Includes the DISCOM commanders intent, objectives, and priorities.)
- (2) Tasks to subordinate units. (Command and support relationships and priority of protection.)
- (3) Coordinating instructions.
 - (a) Air defense warning (ADW) and ADW authority.
 - (b) Specific orders and requests (SOR) plan.

- (c) Weapons control status (WCS) and WCS authority.
 - (d) Hostile criteria.
 - (e) ROE.
 - (f) Passive air defense.
 - (g) Combined arms for air defense.
 - (h) Early warning.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
(Identification, friend or foe [IFF] code edition and book number.)
- 7) G-Command and Control Warfare (C2W)
- a) SITUATION
 - b) MISSION
 - c) EXECUTION
 - (1) Scheme of support for C2W to the overall DISCOM operation.
 - (a) Military deception.
 - (b) EW.
 - (c) OPSEC.
 - (d) Psychological operations (PSYOP).
 - (e) Physical destruction.
 - (2) C2W tasks. (Exercise of coordinating authority for C2W operations. Division commander's C2W objectives and guidelines for accomplishment. Joint restricted list to support operations.)

- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1- Electronic Warfare.
 - (2) Appendix 2 - Operations Security.
 - (3) Appendix 3 - Deception.
 - 4) Appendix 4 - PSYOP.
- 8) H-Signal Operations (SO)
 - a) SITUATION
 - (1) Enemy.
 - (a) Terrain. (All critical aspects that will impact on employment of C2 communications systems.)
 - (b) Enemy capabilities and/or activities. (Significant enemy EW capabilities that impact C2 systems.)
 - (2) Friendly situation. (Primary communications gateways providing connectivity to division, DISCOM HQ, DISCOM battalions, and adjacent units. Critical communications measures required to counter expected enemy EW capabilities and protect C2 systems. External communication assets that will augment the DISCOM's signal support.)
 - b) MISSION
 - c) EXECUTION
 - (1) Concept of signal support to support the overall DISCOM operation. (Primary and back-up systems supporting critical C2 networks. Plan for extending C2 systems through each phase of the DISCOM

operation. Critical links between tactical and strategic communications systems [if applicable]. Signal support priorities.)

- (2) Tasks to subordinate units. (Tasks to specific maneuver and signal support units not contained in the five paragraphs of the DISCOM OPORD. Detailed Army Battle Command System [ABCS] control procedures.)
- (3) Coordinating instructions. (Key times or events critical to information system and network control procedures.)

d) SERVICE SUPPORT

- e) COMMAND AND SIGNAL
(C2 systems control [SYSCON] hierarchy for common user network. Local area network [LAN] control procedures for network administration and/or management.)

9) I-Provost Marshal (PM)

- a) SITUATION
- b) MISSION
- c) EXECUTION

- (1) Scheme of PM operations to support the overall DISCOM operation.
 - (a) Maneuver and mobility support. (Battlefield circulation control [BCC] plan. Route reconnaissance and surveillance [R&S]. Main supply route [MSR] traffic control. Straggler control. Refugee control. Intelligence collecting and reporting.)

- (b) Area security. (Rear area protection plan, to include base defense. Security of critical assets. Base response force [Levels I, II, III]. Counterincursion. Air ground defense. Terrorism counteraction. Area damage control [ADC]. NBC detection and reporting.)
 - (c) Internment and resettlement operations.
 - (d) EPW holding areas and EPW operations.
 - (e) Law and order operations. (Maintenance of law and order in rear areas forward to brigades' rear boundaries.)
- (2) Tasks to subordinate units.
- (3) Coordinating instructions. (Refer to Annex K [Rear Operations]. Coordination/cooperation among adjacent and other units. Civilian HN agencies which are required to complete the mission. Actions pertaining to rear area force protection that expand or differ from the DISCOM TSOP.)
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- 10) J-Civil-Military Operations (CMO)
 - a) Scheme of operation for civil-military support to the overall DISCOM operation.
 - b) Tasks to subordinate units.
 - c) Coordinating instructions.
 - d) Signal. (Reporting functions for units and CMO activities. special operations forces [SOF] [if appropriate] specific communications procedures to support CMO.)
- 11) K-Rear Operations

- a) SITUATION
- b) MISSION
- c) EXECUTION
 - (1) Scheme of rear area operations to support the overall DISCOM operation.
 - (a) Terrain management.
 - (b) Security. (Tactical combat force [TCF], response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification. Plan for integrating HN, multinational, or joint forces support.)
 - (c) Sustainment. (Monitoring of sustainment operations within the DISCOM. Positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)
 - (d) Movements. (Monitoring of administrative and tactical movement in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSRs to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)
 - (2) Tasks to subordinate units.
 - (a) TCF.
 - (b) Response force.
 - (c) MP. (Establishment of traffic control points [TCPs].)

- (d) Base/base clusters. (Reaction force. Establishment of listening posts [LPs] and observation posts [OPs]. Patrols.)
 - (3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management, coordination. Base defense plans.)
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
(Location of rear operations commander. Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.)
- 12) L-Service Support
- a) SITUATION (see base OPORD)
 - b) MISSION (see base OPORD)
 - c) EXECUTION
 - (1) Scheme of service support operations to support the overall DISCOM operation.
 - (2) Tasks to subordinate units.
 - (a) FSB.
 - (b) FSB.
 - (c) FSB.
 - (d) MSB.
 - (4) Coordinating instructions.
 - d) SERVICE SUPPORT
 - (1) Material and services.

- (a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)
- 1 CL I.
 - a Ration cycle.
 - b Feeding concept.
 - 2 CL II & III(P).
 - a Basic load.
 - b Requisitioning procedures.
 - 3 CL III bulk.
 - a Basic load.
 - b Requisitioning procedures.
 - 4 CL IV.
 - a Basic load.
 - b Requisitioning procedures.
 - 5 CL V.
 - a Basic load.
 - b Requisitioning procedures.
 - c CSR/required supply rate (RSR).
 - d Location of ammunition supply points.
 - 6 CL VI.
 - 7 CL VII.

8 CL VIII.

2 CL IX.

10 CL X (material to support nonmilitary program).

(b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and ASRs, transportation critical shortages, and essential data not provided elsewhere.)

1 Road movement tables.

2 Traffic circulation.

(c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services available; designation and location of units providing services.)

1 Locations where services are provided.

2 CEB.

3 Laundry and renovation.

4 Salvage.

5 GRREG.

a Forward collection points.

b Recovery.

c Identification.

d Evacuation.

e Hasty burial.

(d) Labor.

(e) Maintenance. (Aircraft, ground vehicle and other equipment, and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)

1 Maintenance collection points.

2 Maintenance timelines.

3 Maintenance priorities.

4 Established control exchange procedures.

(2) MEDEVAC and hospitalization. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded US and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)

(a) Location of medical assets.

(b) Casualty collection points.

(c) AXP.

(d) MEDEVAC plan (ground and air) to include frequency and call signs for communicating with air ambulances.

(e) Mass casualty plan.

- (f) Plan to treat chemically contaminated casualties.
- (3) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, headquarters management, and religious support.)
- 4) Civil-military cooperation. (if not addressed in Annex J, [Civil-Military Operations]).
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1- Service Support Matrix.
 - (2) Appendix 2 - Service Support Overlay.
 - (3) Appendix 3 - Traffic Circulation and Control.
 - Tab 1 Traffic Circulation (Overlay).
 - Tab 2 Road Movement Table.
 - (4) Appendix 4 - Personnel.
 - (5) Appendix 5 - Legal.
 - Tab 1 ROE
 - (6) Appendix 6 - Religious Support.
- 13) M-Army Airspace Command and Control (A2C2)
 - a) SITUATION
 - (1) Enemy capability and activity.
 - (2) Friendly situation. (Additional airspace users including Air Force, Navy, Marine, allies, coalition forces ADA, FA, and unmanned aerial vehicles [UAVs] that affect the scheme of maneuver.)

b) MISSION

c) EXECUTION

(1) Concept of A2C2 support to the overall DISCOM operation.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) All ADA warnings, WCS, and ROE.

(b) Rules for in-flight procedures if different from the aviation procedures guide.

(c) Description of liaison procedures.

(d) Hostile and friendly aircraft in the DISCOM area of interest.

(e) Routes and corridors. (Minimum risk routes, low level transit routes [LLTRs], standard use routes, UAV operating areas, restricted operations zones [ROZs], air forces routes, coordination requirements.)

(f) FSCMs that affect airspace users.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

i. DISTRIBUTION

DSC - 4 GUIDANCE AND INFORMATION FROM THE DISCOM COMMANDER AND STAFF

a. DISCOM commander's oral or written guidance.

b. Operational situation reports (SITREPs).

c. Periodic personnel report.

- d. Periodic intelligence report.
- e. Periodic operation report.
- f. Periodic logistics report.
- g. Other reports of planning or critical combat information of interest to the brigades.

Bde - 1 BRIGADE TSOP

- a. Battle command procedures.
 - 1) Succession of command.
 - 2) Alternate CPs.
 - 3) Displacement of CPs.
 - 4) CP security.
 - 5) Orders and plans.
 - 6) CP organization, layout, shifts.
 - 7) Reports.
- b. Control procedures.
 - 1) Liaison officer (LNO) procedures.
 - 2) Brevity codes.
 - 3) Terrain index reference system.
 - 4) Recognition techniques.
 - 5) Signals.
 - 6) Alarms and warnings.
 - 7) Readiness conditions.

- 8) Fixed call signs.
- c. Tactical movement procedures.
- d. Assembly area occupation procedures.
- e. Other tactical operations procedures.
 - 1) Passage of lines.
 - 2) River crossing.
- f. Air defense procedures.
 - 1) ADWs.
 - 2) Local air defense warnings (LADWs).
 - 3) WCS and guidance.
 - 4) Hostile aircraft criteria.
 - 5) ROE.
- g. Signal procedures.
- h. Intelligence and security procedures.
 - 1) General guidance.
 - 2) Named areas of interest (NAIs) and targeted areas of interest (TAIs) designation procedures.
 - 3) Document security.
 - 4) Personnel security.
 - 5) EPW procedures.
 - 6) Captured document and equipment procedures.
- i. NBC procedures.
 - 1) MOPP guidance.

- 2) Required NBC teams.
 - 3) Alarms and warnings.
 - 4) Reporting and marking procedures.
- j. Engineer procedures.
 - 1) Priorities for support.
 - 2) Countermobility procedures.
 - 3) Scatterable mines (SCATMINES).
 - 4) Mobility operations.
 - 5) Standard obstacles.
- k. Fire support procedures.
- l. Army aviation procedures (to include air transport and aerial resupply).
 - 1) Priorities.
 - 2) Supported unit responsibilities.
 - 3) Landing zone and pickup zone selection and preparation.
 - 4) Air transport and aerial resupply.
- m. Procedures for attachments and detachments.
- n. Logistics procedures.
 - 1) Reports.
 - 2) Reorganization/reconstitution.
 - 3) Supply.
 - 4) Services.
 - 5) Transportation (to include air transport and aerial resupply).

- 6) Refueling on the move (ROM).
- o. Personnel procedures.
 - 1) Reports.
 - 2) Replacement operations.
 - 3) Casualty reporting.
 - 4) Postal.
 - 5) Finance.
 - 6) Health service support (HSS).
 - 7) MEDEVAC.
 - 8) Legal.
 - 9) Public affairs.
 - 10) Religious.
- p. MP procedures.
- q. CMO procedures.
- r. HN support procedures.

Bde - 2 BRIGADE WARNO

- a. HEADING
 - 1) References. (Maps, charts, and other relevant documents.)
 - 2) Time zone used throughout the order:
 - 3) Task organization.
- b. SITUATION
 - 1) Enemy forces. (Include significant changes of information.)

- 2) Friendly forces.
 - a) Division mission.
 - b) Division commander's intent.
 - c) Division concept of operation.
 - d) Missions of units to the immediate left and right of the brigade.
 - e) Missions of other units with a significant bearing on the brigade's accomplishment of its mission.
- 3) Attachments and detachments.
- c. MISSION of the brigade.
- d. EXECUTION
 - Intent of the brigade commander (if available).
 - 1) Concept of operation (when available).
 - 2) Tasks to maneuver units (when available).
 - a) Tasks to units for execution.
 - b) Movement to be initiated (time).
 - c) Reconnaissance to be initiated (time).
 - b) Security to be in place (time).
 - 3) Tasks to combat support units (when available).
 - 4) Coordinating instructions.
 - a) CCIR.
 - b) Risk guidance.
 - c) Deception guidance.

- d) Timeline.
 - e) Guidance on orders and rehearsals.
 - g) Orders group meeting (attendees, location, and time) (when applicable).
 - h) Earliest time of movement and degree of notice.
- e. SERVICE SUPPORT
- 1) Special equipment. (Identification of requirements and coordinating instructions for transfer to using units.)
 - 2) Transportation: (Identification of requirements and coordination for pre-positioning of assets.)
- f. COMMAND AND SIGNAL
- 1) Command. (Chain of command if different from brigade SOP.)
 - 2) Signal. (Identification of current SOI and prepositioning of assets to support the operation.)
- g. ACKNOWLEDGE (Statement directing acknowledgment of receipt and understanding.)

Bde - 3 BRIGADE OPORD

- a. HEADING
- 1) References. (Maps, charts, DATUM, and other related documents needs to understand the order.)
 - 2) Task organization.
- b. SITUATION
- 1) Enemy forces.
 - a) Description of the enemy to battalion level.
 - b) Enemy most probable COA.

- c) Enemy COA most dangerous to the brigade.
- d) Assessment of terrorist activities directed against the brigade.
- 2) Friendly forces.
 - a) Corps mission.
 - b) Corps commander's intent.
 - c) Corps concept of operation.
 - d) Division mission.
 - e) Division commander's intent.
 - f) Division concept of operation.
 - g) Missions of units to the immediate left and right of the brigade.
 - h) Missions of other units with a significant bearing on the brigade's ability to accomplish its mission.
- 3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the brigade commander.

- 1) Concept of operation (by phase if required).
 - a) Maneuver.
 - b) Fire support.
 - (1) Main effort.
 - (2) Priority of fires.
 - c) Mobility and survivability.

- (1) Priority of support.
 - (2) Priority of mobility and survivability assets as appropriate for GS units.
 - (3) Designation of authority to emplace obstacles.
 - d) Air defense.
 - (1) Priority of air defense.
 - (2) AD weapons status.
 - (3) AD warning status.
 - e) C2W.
- 2) Tasks to maneuver units.
 - a) Infantry.
 - b) Armor.
 - c) Cavalry.
 - d) Aviation.
- 3) Tasks to combat support units.
 - a) Fires.
 - (1) Air support.
 - (a) Close air support (CAS) sorties allocation.
 - (b) Tactical air reconnaissance sorties allocation.
 - (2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)
 - (3) Field artillery support.

- (a) General. (Priorities for counterfire or interdiction.)
 - (b) Organization for combat.
 - 4) Naval surface fires (NSF).
 - 5) Fire support coordinating instructions.
- b) Mobility and survivability.
 - (1) Engineer (and engineer overlay).
 - (2) NBC operations.
- c) Air Defense.
 - (1) Organization for combat.
 - (2) Missions.
 - (3) Priorities for protection.
- d) C2W.
 - (1) Functional and support roles of attached MI units.
 - (2) Deception.
 - (3) EW.
 - (4) Psychological warfare.
 - (5) UAV.
- 4) Coordinating instructions.
 - a) Time or condition when the brigade OPORD becomes effective.
 - b) CCIR
 - (1) PIR (if not addressed in Annex B [Intelligence]).

- (2) EEFI (if not addressed in Annex B [Intelligence]).
 - (3) FFIR (if not addressed in Annex B [Intelligence]).
- c) Risk reduction control measures.
 - (1) Antiterrorist actions.
 - (2) MOPP.
 - (3) OEG.
 - (4) Vehicle recognition signals.
 - (5) Fratricide prevention measures.
- d) ROE.
- e) Environmental considerations.
- f) Any other coordinating instructions or additional instructions.

e. SERVICE SUPPORT

1) Support concept.

- a) Synopsis of the FSB mission.
- b) FSB headquarters and/or brigade support area (BSA) locations.
- c) The DISCOM support priorities and where the brigade fits into those priorities.
- d) The brigade commander's priorities of support.
- e) DISCOM units other than the FSB supporting the brigade.
- f) Significant and/or unusual CSS issues that might impact the overall brigade operation.
- g) Any significant CSS risks.

- h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
 - 2) Material and services.
 - 3) MEDEVAC and hospitalization.
 - 4) Personnel.
 - 5) Civil-military cooperation.
 - 6) Miscellaneous.
- f. COMMAND AND SIGNAL
 - 1) Command.
 - a) Map coordinates for brigade CP locations.
 - b) Chain of command if different from brigade SOP.
 - 2) Signal.
 - a) Signal instructions.
 - b) Identification of current SOI.
 - c) Required brigade reports, formats, and times due. (If different from TSOP.)
- g. ACKNOWLEDGE
- h. ANNEXES:
 - 1) A-Task organization.
 - 2) B-Intelligence.
 - a) SITUATION
 - (1) Enemy.
 - (a) Terrain.

(b) Weather.

(c) Enemy capabilities and/or activities.

- 1 Known and templated locations and activities of enemy units to battalion level.
- 2 Significant enemy maneuver and other functional area capabilities that impact on accomplishment of brigade functional area operations.
- 3 Expected employment of enemy assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Concept of intelligence support to support the overall brigade operation.

(2) Tasks to subordinate units. (Detailed intelligence acquisition tasks, by unit.)

(3) Multidisciplined CI. (Special operational instructions having CI aspects.)

(4) Coordinating instructions.

(a) Intelligence requirements and their priorities.

(b) Intelligence acquisition.

- 1 Requests to division, corps, adjacent, and cooperating units (for intelligence information).

- 2 Requests for information from other units not organic or attached.
 - (c) Measures for handling personnel, documents, and material.
 - 1 EPW, deserters, repatriates, civilian inhabitants, and other persons.
 - a Special handling and segregation instructions.
 - b Location of EPW collection points.
 - 2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified brigade intelligence personnel [if different from TSOP].)
 - 3 Captured material. (Specially designated items or categories of enemy material required for examination and specific instructions for their processing and disposition [if different from TSOP].)
 - (d) Documents or equipment required. (Description of the conditions under which subordinate units can obtain or request documents or equipment, such as aerial photographs and maps [if different from the TSOP].)
 - (e) Distribution of intelligence products.
 - 1 Periods that routine reports and distribution cover.
 - 2 Distribution of special intelligence products.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Intelligence Estimate.

Tab 1 Situation Overlay.

(2) Appendix 2 - Reconnaissance and Surveillance.

(3) Appendix 3 - Signals Intelligence.

(4) Appendix 4 - Multidisciplined Counterintelligence Estimate.

3) C-Operation Overlay

4) D-Fire Support

a) SITUATION

(1) Enemy.

(a) Description of enemy fire support and AD assets up to division and down to battery/company.

(b) Enemy capabilities and/or activities.

1 Enemy rocket, cannon, and missile artillery.

2 Numbers of possible enemy CAS and attack helicopter sorties by day.

3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.

(2) Friendly situation.

(a) Division's concept of fires.

- (b) Adjacent units' concept of fires.
 - (c) Supporting air and naval forces.
- (3) Attachments and detachments.
- b) MISSION
- c) EXECUTION
 - (1) Concept of fires to support the brigade commander's concept and priority of fire support.
 - (2) Air support.
 - (a) Brigade commander's intent for use of air power.
 - (b) Air interdiction (AI) operations.
 - (c) CAS operations.
 - (d) Electronic combat (EC) operations.
 - (e) R&S operations.
 - (f) Miscellaneous.
 - 1 Air tasking order's (ATO) effective time period.
 - 2 Deadlines for submission of AI, CAS, R&S, and EC requests.
 - 3 Mission request numbering system as it relates to the target numbering system.
 - 4 Joint suppression of enemy air defense (JSEAD) taskings.
 - 5 Essential A2C2 measures.

- (3) Field artillery support.
 - (a) Concept for use of cannon, rocket, and missile artillery in support of close, deep, and rear operations.
 - (b) Artillery organization for combat.
 - (c) Allocation of ammunition.
 - (d) Miscellaneous.
 - 1 Changes to the targeting numbering system.
 - 2 Use of pulse repetition frequency (PRF) codes.
 - 3 Positioning restrictions.
- 4) NSF.
 - (a) Concept for use of NSF support.
 - (b) NSF organization and relationships of ships to units (direct support (DS), GS).
 - (c) Miscellaneous.
 - 1 Trajectory limitations or minimum safe distances.
 - 2 Frequency allocations.
- 5) Chemical support.
- 6) Offensive EW support. (Concept for use of EW [jamming] in close and deep operations.)
- 7) Target acquisition.
 - (a) Employment and allocation of FA target-acquisition systems and intelligence and electronic warfare (IEW) assets.

- (b) Specific target-acquisition tasks, the observation matrix, fire support execution matrix (FSEM), and radar deployment order (RDO).
- 8) Coordinating instructions.
 - (a) Deep operations boundary.
 - (b) Targeting products.
 - 1 Target-selection standards (TSS) matrix.
 - 2 High-payoff target list (HPTL).
 - 3 Attack-guidance matrix (AGM).
 - (c) FSCMs.
 - (d) Time of execution of program of fires relative to H-Hour.
 - (e) ROE.
- d) SERVICE SUPPORT
 - (1) Location of ATPs and ASPs.
 - (2) CSR.
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1 - Air Support.
 - (2) Appendix 2 - Field Artillery.
 - (3) Appendix 3 - Naval Surface Fires.
- 5) E-Mobility and Survivability

a) SITUATION

(1) Enemy.

(a) Terrain.

(b) Weather.

(c) Enemy engineer capabilities and/or activities.

1 Known and templated locations and activities of enemy engineer units to company level.

2 Significant enemy maneuver and engineer capabilities that impact brigade engineer operations.

3 Expected employment of enemy engineer assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of mobility and survivability operations to support the overall brigade operation, by phase and in priority.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) ROE for engineer units.

(b) Reference to supporting appendices.

d) SERVICE SUPPORT

- (1) Command regulated classes of supply.
- (2) Supply distribution plan.
- (3) Transportation.
- 4) CHS.
- 5) HN.
 - (a) Type, location, facilities, assets, and support available.
 - (b) Procedures for requesting and acquiring HN support.
 - (c) Limitations and restrictions on HN support.
- e) COMMAND AND SIGNAL
- f) APPENDICES:
 - (1) Appendix 1 - Engineer.
 - (a) Scheme of engineer operations to support the overall brigade operation. The engineer main effort by mission and unit for each phase of the operation. Division level missions that impact the brigade.
 - 1 Obstacles. (The details of the countermobility effort. Identification of obstacle belts to support brigade deep, close, and rear operations. Identification , prioritization, and assignment of responsibilities for division and brigade directed and reserve targets. Execution criteria for reserve targets.)
 - 2 Situational obstacles. (Concept for employing situational obstacles to support the brigade plan. Brigade planned and executed obstacles.

Brigade planned and battalion/TF executed obstacles. Brigade resourced and battalion/TF planned and executed obstacles. Criteria for each type of obstacle with designation of HQ maintaining authority to use SCATMINES and restrictions on duration [by belt].)

(b) Tasks to subordinate units.

(c) Coordinating instructions.

- 1 Times or events at which obstacle belts become effective.
- 2 Brigade PIR to be considered by subordinate engineer staff or PIR that must be reported.
- 3 Mission reports required.
- 4 Explanation of engineer work lines.

(d) SERVICE SUPPORT

(e) COMMAND AND SIGNAL

(2) Appendix 2 - Environmental Considerations.

(a) Operational effect on environment versus military advantage.

(b) Coordinating instructions.

- 1 Certification of local water sources.
- 2 Solid waste and liquid waste management.
- 3 Medical waste.
- 4 Hazardous waste management.

- 5 Flora and fauna protection.
- 6 Archeological and historical preservation.
- (d) SERVICE SUPPORT
- (e) COMMAND AND SIGNAL
(Responsibility for initial environmental considerations guidance, point of contact who will process requested waivers to environmental governing standards and who is responsible for coordinating and issuing instructions for disposal of hazardous material and waste.)
- (3) Appendix 3 - Nuclear, Biological, and Chemical (NBC) Operations.
 - (a) Scheme of NBC defense operations to support the overall brigade operation.
 - (b) Tasks to subordinate units.
 - (c) Coordinating instructions.
 - 1 MOPP level guidance.
 - 2 Automatic masking criteria.
 - 3 Troop safety criteria.
 - 4 Decontamination site locations.
 - 5 Medical facilities and locations for treating chemical casualties.
 - 6 Turn-in points for chemical and biological samples.
 - 7 List of civilian and military facilities whose destruction could create militarily significant NBC hazards.

- 8 OEG guidance (if applicable).
 - 9 Procedures for limiting EMP effects.
 - (d) SERVICE SUPPORT
(Procedures for handling contaminated casualties. Information on availability and locations of field expedient decontamination supplies, materials, and decontaminants.)
 - (e) COMMAND AND SIGNAL
(NBC warning and reporting system.)
 - (f) Tabs:
 - 1 Tab 1- NBC Defense.
 - 2 Tab 2 - Smoke operations.
- 6) F-Air Defense
 - a) SITUATION
 - (1) Enemy.
 - (a) Terrain. (Most likely routes of enemy ingress and egress.)
 - (b) Weather.
 - (c) Enemy air capabilities and/or activities.
 - 1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft all weather capabilities and limitations.)
 - 2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance peculiarities,

target preferences, tactics, and recent significant activities.)

3 Patterns of use of air avenues of approach.

(2) Friendly situation. (Description of how the air defense plan integrates with division plans.)

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of ADA support to the overall brigade operation. (Includes the brigade commander's intent, objectives, and priorities.)

(2) Tasks to subordinate units. (Command and support relationships and priority of protection.)

(3) Coordinating instructions.

(a) ADW and ADW authority.

(b) SOR plan.

(c) WCS and WCS authority.

(d) Hostile criteria.

(e) ROE.

(f) Passive AD.

(g) Combined arms for AD.

(h) Early warning.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL
(IFF code edition and book number.)

7) G-Command and Control Warfare

a) SITUATION

b) MISSION

c) EXECUTION

(1) Scheme of support for C2W to the overall brigade operation.

(a) Military deception.

(b) EW.

(c) OPSEC.

(d) PSYOP.

(e) Physical destruction.

(2) C2W tasks. (Exercise of coordinating authority for C2W operations. Division commander's C2W objectives and guidelines for accomplishment. Joint restricted list to support operations.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1- Electronic Warfare.

(2) Appendix 2 - Operations Security.

(3) Appendix 3 - Deception.

(4) Appendix 4 - PSYOP.

8) H-Signal Operations (SO)

a) SITUATION

- (1) Enemy.
 - (a) Terrain. (All critical terrain aspects that will impact on employment of C2 communications systems.)
 - (b) Enemy capabilities and/or activities. (Significant enemy EW capabilities that impact C2 systems.)
 - (2) Friendly situation. (Primary communications gateways providing connectivity to division, battalion/TFs, and adjacent units. Critical communications measures required to counter expected enemy EW capabilities and protect C2 systems. External communication assets that will augment the brigade's signal support.)
- b) MISSION
 - c) EXECUTION
 - (1) Concept of signal support to support the overall brigade operation. (Primary and backup systems supporting critical C2 networks. Plan for extending C2 systems through each phase of the brigade operation. Critical links between tactical and strategic communications systems [if applicable]. Signal support priorities.)
 - (2) Tasks to subordinate units. (Tasks to specific maneuver and signal support units not contained in the five paragraphs of the brigade OPORD. Detailed ABCS control procedures.)
 - (3) Coordinating instructions. (Key times or events critical to information system and network control procedures.)
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL

(C2 SYSCON hierarchy for common user network. LAN control procedures for network administration and/or management.)

- 9) I-Provost Marshal (PM).
 - a) SITUATION
 - b) MISSION
 - c) EXECUTION
 - (1) Scheme of PM operations to support the overall brigade operation.
 - (a) Maneuver and mobility support. (BCC plan. Route R&S. MSR traffic control. Straggler control. Refugee control. Intelligence collecting and reporting.)
 - (b) Area security. (Rear area protection plan, to include base defense. Security of critical assets. Base response force [Levels I, II, III] Counterincursion. Air ground defense. Terrorism counteraction. ADC. NBC detection and reporting.)
 - (c) Internment and resettlement operations.
 - (d) EPW holding areas and EPW operations.
 - (e) Law and order operations. (Maintenance of law and order in rear area forward to maneuver units' rear boundaries.)
 - (2) Tasks to subordinate units.
 - (3) Coordinating instructions. (Refer to Annex K [Rear Operations]. Coordination/cooperation among adjacent and other units. Civilian HN agencies which are required to complete the mission. Actions pertaining to rear area force protection that expand or differ from the brigade TSOP.)

- d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 10) J-Civil-Military Operations.
- a) Scheme of operation for civil-military support to the overall brigade operation.
 - b) Tasks to subordinate units.
 - c) Coordinating instructions.
 - d) Signal. (Reporting functions for units and CMO activities. SOF [if appropriate] specific communications procedures to support CMO.)
- 11) K-Rear Operations.
- a) SITUATION
 - b) MISSION
 - c) EXECUTION
- (1) Scheme of rear area operations to support the overall brigade operation. (Support for the brigade deep and close operations by executing rear operations.)
- (a) Terrain management.
 - (b) Security. (TCF, response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification. Plan for integrating HN, multinational, or joint forces support.)
 - (c) Sustainment. (Monitoring of sustainment operations within the brigade. Positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)

- (d) Movements. (Monitoring of administrative and tactical movement in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSRs to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)
 - (2) Tasks to subordinate units.
 - (a) TCF.
 - (b) Response force.
 - (c) MP. Establishment of TCPs.
 - (d) Base/base clusters. Reaction force. (Establishment of LP/OPs. Patrols.)
 - (3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management coordination. Base defense plans.)
- d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
(Location of rear operations commander. Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.)
- 12) L-Service Support.
 - a) SITUATION (see base OPORD)
 - b) MISSION (see base OPORD)
 - c) EXECUTION
 - (1) Scheme of service support operations to support the overall brigade operation.

- (2) Tasks to subordinate units.
- (4) Coordinating instructions.
- d) SERVICE SUPPORT
 - (1) Material and services.
 - (a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)
 - (b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and ASRs, transportation critical shortages, and essential data not provided elsewhere.)
 - 1 Road movement tables.
 - 2 Traffic circulation.
 - (c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services available, the designation and location of units providing services.)
 - (d) Labor.
 - (e) Maintenance. (Aircraft, ground vehicle and other equipment, and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)
 - (2) MEDEVAC and hospitalization. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded US and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)

- (3) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, HQ management, and religious support.)
 - (4) Civil-military cooperation. (if not addressed in Annex J, [Civil-Military Operations]).
 - e) COMMAND AND SIGNAL
 - f) APPENDICES:
 - (1) Appendix 1- Service Support Matrix.
 - (2) Appendix 2 - Service Support Overlay.
 - (3) Appendix 3 - Traffic Circulation and Control.
 - Tab 1 Traffic Circulation (Overlay).
 - Tab 2 Road Movement Table.
 - (4) Appendix 4 - Personnel.
 - (5) Appendix 5 - Legal.
 - Tab 1 ROE
 - (6) Appendix 6 - Religious Support.
- 13) M-Army Airspace Command and Control.
 - a) SITUATION
 - (1) Enemy capability and activity. (Known and templated enemy ADA locations and enemy air corridors. Significant enemy maneuver capabilities that affect A2C2 operations such as radio combat capabilities.)
 - (2) Friendly situation. (Additional airspace users including Air Force, Navy, Marine, allies, coalition

forces. ADA, FA, and UAV that affect the scheme of maneuver.)

b) MISSION

c) EXECUTION

- (1) Concept of A2C2 support to the overall brigade operation.
- (2) Tasks to subordinate units.
- (3) Coordinating instructions.
 - (a) All ADA warnings, WCS, and ROE.
 - (b) Rules for in-flight procedures if different from the aviation procedures guide.
 - (c) Description of liaison procedures.
 - (d) Hostile and friendly aircraft in the brigade area of interest.
 - (e) Routes and corridors (minimum risk routes, LLTRs, standard use routes, UAV operating areas, ROZs, air forces' routes, coordination requirements).
 - (f) FSCMs that affect airspace users.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

i. DISTRIBUTION

Bde - 4 GUIDANCE AND INFORMATION FROM THE BRIGADE COMMANDER AND STAFF

- a. Brigade commander's oral or written guidance and reports.
- b. Operations reports.

- c. Personnel reports.
- d. Intelligence reports.
- e. Logistics report.
- f. Reports as required (see pp. H-79 to H-83 of FM 71-3).
- g. NBC reports.
- h. Other reports of planning or critical combat information of interest to subordinate, higher, and adjacent units.

FSB - 1 FSB TSOP

- a. Battle command procedures.
 - 1) Succession of command.
 - 2) Appointment of battalion "battle captain."
 - 3) Alternate CPs.
 - 4) Displacement of CP.
 - 5) CP security.
 - 6) Orders and plans.
 - 7) CP organization, layout, shifts.
 - 8) CP communications.
 - 9) Reports.
- b. S1 section responsibilities.
 - 1) Assigning replacement personnel.
 - 2) Distribution center.
 - 3) Religious services.
 - 4) Maintaining personnel statistics.

- 5) Maintaining medical status.
- 6) GRREG processing.
- 7) Accident reporting.
- 8) Casualty processing.
- 9) Personnel accounting.
- c. S2/3 intelligence section responsibilities.
 - 1) Battle tracking.
 - 2) OPSEC procedures.
 - 3) Sensitive item accounting.
 - 4) Weather data.
 - 5) Intelligence processing.
 - 6) EPWs.
 - 7) Classified materials.
- d. S2/3 operations section responsibilities.
 - 1) Tactical operations center (TOC) setup and operations.
 - a) TOC manning.
 - b) Shift procedures.
 - c) TOC displacement.
 - d) TOC security.
 - 2) Movements.
 - a) Counter-ambush procedures.
 - b) Procedures in event of air attack.

- 3) Rear area protection.
 - a) C2.
 - b) Base cluster defense concept.
 - c) Reaction force.
 - d) Vulnerability analysis.
 - e) Ground attack procedures.
 - f) Air attack procedures.
 - g) Signals and codewords.
 - h) BSA occupation and layout.
 - i) Call for fires.
 - j) Air defense.
 - k) Engineer mobility, countermobility, survivability (M/CM/S).
 - l) MP.
 - m) Weapons employment.
 - n) R&S.
 - o) LPs and OPs.
- 4) Communications.
 - a) Battalion communications.
 - b) BSA communications.
 - c) Remoting.
- 5) NBC.

- a) NBCWRS.
- b) NBC teams.
- c) Decontamination.
- d) OEG.
- e. S4 section responsibilities.
 - 1) Supply.
 - 2) Maintenance.
 - 3) Transportation (to include air transport and aerial resupply).
 - 4) Battalion mess procedures.
 - 5) Field services.
 - 6) ADC.
- f. Support operations section responsibilities.
 - 1) Supply.
 - 2) Maintenance.
 - 3) Transportation (to include air transport and aerial resupply).
 - 4) Medical.
 - 5) Field services.
 - 6) Brigade liaison.
- g. Medical support.
 - 1) AXP.
 - 2) Mass casualties.
 - 3) Patient evacuation.

- 4) BAS reconstitution.
- 5) Contaminated casualty treatment.
- h. Emergency displacement procedures.
- i. LRP procedures.
- j. ATP procedures.
- k. External CSS procedures.
 - 1) CL I, VI, and water.
 - 2) CL II, III(P), IV, and VII.
 - 3) CL III bulk.
 - 4) CL V.
 - 5) CL VIII.
 - 6) CL IX.
 - 7) Maintenance.
 - 8) Transportation (to include air transport and aerial resupply).
 - 9) Medical.
 - 10) Field services.
 - a) GRREG.
 - b) Salvage.
 - c) CEB.
- l. Procedures for attachments and detachments.
- m. HN support procedures.
- n. Reports.

- o. Pre-combat checklist.
- p. Liaison procedures.

FSB - 2 REPORTS AND INFORMATION FROM SUBORDINATE UNITS

- a. Spot reports (SPOTREPs).
- b. Commander's situation reports (SITREPs).
- c. Intelligence reports.
- d. Logistics reports.
- e. Personnel reports.
- f. Engineer reports.
- g. Closing reports.
- h. Meaconing, intrusion, jamming and interference (MIJI) reports.
- i. R&S reports.
- j. EPW or captured materials reports.
- k. NBC reports.
- l. Other reports as specified in the TSOP or as needed.

KEY OUTPUTS**FSB - 3 FSB WARNO**

- a. **HEADING**
 - 1) References. (Maps, charts, and other relevant documents.)
 - 2) Time zone used throughout the order.
 - 3) Task organization.
- b. **SITUATION**
 - 1) Enemy forces. (Include significant changes of information.)
 - 2) Friendly forces.
 - a) DISCOM and brigade missions.
 - b) DISCOM and brigade commander's intents.
 - c) DISCOM and brigade concepts of operations.
 - d) Missions of units to the immediate left and right of the brigade.
 - e) Missions of other units with a significant bearing on the FSB.
 - 3) Attachments and detachments.
- c. **MISSION of the FSB.**
- d. **EXECUTION**
 - Intent of the FSB commander (if available).
 - 1) Concept of operation (when available).
 - 2) Tasks to subordinate units.
 - a) Tasks to units for execution.

- (1) Company A.
 - (2) Company B.
 - (3) Company C.
- b) Movement to be initiated (time).
- c) Reconnaissance to be initiated (time).
- b) Security to be in place (time).
- 3) Tasks to BSA tenant units (when available).
- 4) Coordinating instructions.
 - a) CCIR.
 - b) Risk guidance.
 - c) Deception guidance.
 - d) Timeline.
 - e) Guidance on orders and rehearsals.
 - g) Orders group meeting (attendees, location, and time) (when applicable).
 - h) Earliest time of movement and degree of notice.
- e. SERVICE SUPPORT
 - 1) Special equipment. (Identification of requirements and coordinating instructions for transfer to using units.)
 - 2) Transportation. (Identification of requirements and coordinating instructions for pre-positioning of assets.)
- f. COMMAND AND SIGNAL
 - 1) Command. (Chain of command if different from FSB SOP.)

- 2) Signal. (Identification of current SOI and prepositioning of assets to support the operation.)
- g. ACKNOWLEDGE (Statement directing acknowledgment of receipt and understanding.)

FSB - 4 FSB OPORD

- a. HEADING
 - 1) References. (Maps, charts, DATUM, and other related documents needs to understand the order.)
 - 2) Task organization.
- b. SITUATION
 - 1) Enemy forces.
 - a) Description of the enemy to include level I threats in Bde rear area and threats to CSS activities.
 - b) Enemy most probable COA.
 - c) Enemy COA most dangerous to the FSB.
 - d) Assessment of terrorist activities directed against the BSA and CSS activities.
 - 2) Friendly forces.
 - a) Division mission.
 - b) Division commander's intent.
 - c) Division concept of operation.
 - d) Brigade mission.
 - e) Brigade commander's intent.
 - f) Brigade concept of operation.
 - g) DISCOM mission.

- h) DISCOM commander's intent.
 - i) DISCOM concept of operation.
 - j) Missions of units to the immediate left and right of the brigade.
 - h) Missions of other units with a significant bearing on the DISCOM's and brigade's accomplishment of their missions.
- 3) Attachments and detachments.
- c. MISSION
- d. EXECUTION

Intent of the FSB commander.

- 1) Concept of operation (by phase if required).
 - a) Maneuver (reaction force, TCF).
 - b) Fire support.
 - c) Mobility and survivability.
 - (1) Priority of support.
 - (2) Priority of mobility and survivability aspects as appropriate for GS units.
 - (3) Designation of authority to emplace obstacles.
 - d) Air defense.
 - (1) Priority of AD.
 - (2) AD weapons status.
 - (3) AD warning status.
 - e) C2W.
 - f) CSS.

- (1) Material and services.
 - (a) Supply.
 - (b) Transportation.
 - (c) Services.
 - (d) Labor.
 - (e) Maintenance.
 - (2) Medical.
 - (3) Personnel.
 - (4) CMO.
 - (5) The brigade commander's priorities for support.
 - (6) The FSB commander's priorities of support.
 - (7) Corps and division units supporting the brigade or division units operating in the brigade area.
 - (8) Significant and/or unusual CSS issues that might impact the overall division operation.
 - (9) Any significant CSS risks.
 - (10) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Tasks to subordinate units.
 - a) Company A.
 - b) Company B.
 - c) Company C.
 - 3) Coordinating instructions.
 - a) FSB headquarters and/or BSA locations.

- b) Time or condition when the FSB OPORD becomes effective.
- c) CCIR.
 - (1) PIR (if not addressed in Annex B [Intelligence]).
 - (2) EEFI (if not addressed in Annex B [Intelligence]).
 - (3) FFIR (if not addressed in Annex B [Intelligence]).
- d) Risk reduction control measures.
 - (1) Antiterrorist actions.
 - (2) MOPP.
 - (3) OEG.
 - (4) Vehicle recognition signals.
 - (5) Fratricide prevention measures.
- d) ROE.
- e) Environmental considerations.
- f) Any other coordinating instructions or additional instructions.

e. SERVICE SUPPORT

- 1) Material and services.
 - (a) Supply.
 - (b) Transportation.
 - (c) Services.
 - (d) Maintenance.
- 2) MEDEVAC and hospitalization.
- 3) Personnel.

- 4) Miscellaneous.
- f. COMMAND AND SIGNAL
 - 1) Command.
 - a) Map coordinates for FSB CP locations.
 - b) Chain of command if different from FSB SOP.
 - 2) Signal.
 - a) Signal instructions.
 - b) Identification of current SOI.
 - c) Required brigade and DISCOM reports, formats, and times due.
- g. ACKNOWLEDGE
- h. ANNEXES:
 - 1) A-Task organization.
 - 2) B-Intelligence.
 - a) SITUATION.
 - (1) Enemy.
 - (a) Terrain.
 - (b) Weather.
 - (c) Enemy capabilities and/or activities.
 - 1 Known and templated locations and activities of enemy units to level I.
 - 2 Significant enemy maneuver and other functional area capabilities that can impact on accomplishment of BSA functional area operations to

include CSS activities in forward areas.

- 3 Expected employment of enemy assets based on most probable enemy COA.

- (2) Friendly situation.

- (3) Attachments and detachments.

b) MISSION

c) EXECUTION

- (1) Concept of intelligence support to support the overall BSA operation.

- (2) Tasks to subordinate units. (Detailed intelligence acquisition tasks, by unit.)

- (3) Multidisciplined CI. (Special operational instructions having CI aspects.)

- (4) Coordinating instructions.

- (a) Intelligence requirements and their priorities.

- (b) Intelligence acquisition.

- 1 Requests to brigade and DISCOM (for intelligence information).

- 2 Requests for information from other units not organic or attached.

- (c) Measures for handling personnel, documents, and material.

- 1 EPWs, deserters, repatriates, inhabitants, and other persons.

- a Special handling and segregation instructions.

b Location of POW collection points.

2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified FSB intelligence personnel. [If not in TSOP.]

3 Captured material. (Specially designated items or categories of enemy material required for examination and specific instructions for their processing and disposition [if not in TSOP].)

(d) Documents or equipment required. (Description of the conditions under which subordinate units can obtain or request documents or equipment, such as: air photographs and maps [if not in TSOP].)

(e) Distribution of intelligence products.

1 Periods that routine reports and distribution cover.

2 Distribution of special intelligence products.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Intelligence estimate.
Tab 1 Situation overlay.

(2) Appendix 2 - Reconnaissance and surveillance.

(3) Appendix 3 - Signals intelligence.

- 3) C-Operation overlay (brigade)
- 4) D-Direct and indirect fire support
 - a) SITUATION
 - (1) Enemy.
 - (a) Description of enemy fire support.
 - (b) Enemy capabilities and/or activities.
 - 1 Enemy rocket, cannon, and missile artillery.
 - 2 Numbers of possible enemy CAS and attack helicopter sorties by day.
 - 3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.
 - (2) Friendly situation.
 - (a) Brigade concept of fires.
 - (b) Supporting air power (see CAS annex).
 - b) MISSION
 - c) EXECUTION
 - (1) Concept of fires to support the FSB commander's concept and priority of fire support.
 - (2) Air support.
 - (3) Field artillery support.
 - (a) Concept of support.
 - (b) Coordinating instructions.
 - (c) FSCMs.

- (d) Time of execution of program of fires relative to H-Hour.
 - (e) ROE.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 5) E-mobility/countermobility and survivability.
 - a) SITUATION
 - (1) Enemy.
 - (a) Terrain.
 - (b) Weather.
 - (c) Enemy engineer capabilities and/or activities.
 - (2) Friendly situation.
 - b) MISSION
 - c) EXECUTION
 - (1) Scheme of mobility and survivability operations to support the overall FSB operation, by priority.
 - (2) Tasks to subordinate units.
 - (3) Coordinating instructions.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 6) F-Air Defense.
 - a) SITUATION
 - (1) Enemy.

- (a) Terrain. (Most likely routes of enemy ingress and egress.)
- (b) Weather.
- (c) Enemy air capabilities and/or activities.
 - 1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft all weather capabilities and limitations.)
 - 2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance peculiarities, target preferences, tactics, and recent significant activities.)
 - 3 Patterns of use of air avenues of approach.

(2) Friendly situation. (Description of how the AD plan integrates with brigade plans.)

b) MISSION

c) EXECUTION

- (1) Scheme of ADA support to the overall BSA operation. Includes the FSB commander's intent, objectives, and priorities.
- (2) Tasks to subordinate units. (Command and support relationships and priority of protection.)
- (3) Coordinating instructions.
 - (a) ADW and ADW authority.
 - (b) SOR plan.

- (c) WCS and WCS authority.
 - (d) Hostile criteria.
 - (e) ROE.
 - (f) Passive air defense.
 - (g) Early warning.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- 7) G-Command, Control and Communications (C3).
 - a) SITUATION
 - b) MISSION
 - c) EXECUTION
 - (1) Scheme of support for C3 to the overall BSA operation.
 - (a) EW.
 - (b) OPSEC.
 - (c) PSYOP.
 - (d) Physical destruction.
 - (2) C3 tasks to subordinate units.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 8) H-Signal Operations (SO) (omitted)
- 9) I-Provost Marshal (PM) (omitted)

- 10) J-Civil-Military Operations (CMO) (omitted)
- 11) K-Rear Operations
 - a) SITUATION
 - b) MISSION
 - c) EXECUTION
 - (1) Scheme of rear area operations to support the overall BSA operation.
 - (a) Terrain management.
 - (b) Security. (TCF, response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification.)
 - (c) Sustainment. (Monitoring of sustainment operations within the BSA. Positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)
 - (d) Movements. (Monitoring of administrative and tactical movements in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSRs to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)
 - (2) Tasks to subordinate units.
 - (a) Response force.
 - (a) MP. Establishment of TCPs.
 - (b) Base/base cluster. (Reaction force. Establishment of LP and OPs. Patrols.)

- (3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management coordination. Base defense plans.)
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
(Location of rear operations commander. [Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.])
- 12) L-Logistics.
 - a) SITUATION (see base OPORD)
 - b) MISSION (see base OPORD)
 - c) EXECUTION
 - (1) Scheme of service support operations to support the FSB internal operation.
 - (2) Tasks to subordinate units.
 - (a) Company A.
 - (b) Company B.
 - (c) Company C.
 - (4) Coordinating instructions.
 - d) SERVICE SUPPORT.
 - e) COMMAND AND SIGNAL.
 - f) APPENDICES:
 - (1) Appendix 1- Service support matrix.

(2) Appendix 2 - Service support overlay.

(3) Appendix 3 - Traffic circulation and control.

Tab 1 Traffic circulation (overlay).

Tab 2 Road movement table.

(4) Appendix 4 - Legal.

Tab 1 ROE

(5) Appendix 6 - Religious support.

13) M-Army Airspace Command and Control (A2C2) (omitted)

14) N-Internal Response Force

a) SITUATION (see base order)

b) MISSION

c) EXECUTION

(1) Concept of employment of internal response force.

(2) Task to subordinate units.

(3) Coordinating instructions.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

15) O-Close Air Support.

a) SITUATION (see base order)

b) MISSION

c) EXECUTION

(1) Concept of employment of attack helicopters.

- (2) Task to subordinate units.
 - (3) Coordinating instructions.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- 16) P-Area Damage Control.
 - a) SITUATION (see base order)
 - b) MISSION
 - c) EXECUTION
 - (1) Concept of ADC operations.
 - (2) Task to subordinate units.
 - (3) Coordinating instructions.
 - d) SERVICE SUPPORT
 - e) COMMAND AND SIGNAL
- 17) Q-Nuclear, Biological, and Chemical (NBC) Defense.
 - a) SITUATION (see base order)
 - b) MISSION
 - c) EXECUTION
 - (1) Concept: Scheme of NBC defense operations to support the overall BSA operation.
 - (2) Task to subordinate units.
 - (3) Coordinating instructions.
 - (a) MOPP level guidance.
 - (b) Automatic masking criteria.

- (c) Troop safety criteria.
 - (d) Decontamination site locations.
 - (e) Medical facilities and locations for treating chemical casualties.
 - (f) Turn in points for chemical/biological samples.
 - (g) List of civilian and military facilities whose destruction could create militarily significant NBC hazards.
 - (h) OEG guidance (if applicable).
 - (i) Procedures for limiting EMP effects.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- 18) R-Operations Security (OPSEC).
 - a) SITUATION (see base order)
 - b) MISSION
 - c) EXECUTION
 - (1) Concept.
 - (2) Task to subordinate units.
 - (3) Coordinating instructions.
- 19) S-Support Operations.
 - a) SITUATION (see base order)
 - b) MISSION
 - c) EXECUTION

(1) Concept of support.

(a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)

1 CL I.

a Ration cycle.

b Feeding concept.

2 CL II & III(P).

a Basic load.

b Requisitioning procedures.

3 CL III bulk.

a Basic load.

b Requisitioning procedures.

4 CL IV.

a Basic load.

b Requisitioning procedures.

5 CL V.

a Basic load.

b Requisitioning procedures.

c CSR/RSR.

d Location of ASPs.

6 CL VI.

7 CL VII.

- a Command controlled items list.
 - b Requisitioning procedures.
 - 8 CL VIII.
 - 9 CL IX.
 - 10 CL X.
- (b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and ASRs, transportation critical shortages, and essential data not provided elsewhere.)
 - 1 Road movement table.
 - 2 Traffic circulation.
- (c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services available; the designation and location of units providing services.)
 - 1 Locations of services provided.
 - 2 CEB.
 - 3 Laundry and renovation.
 - 4 Salvage.
 - 5 GRREG.
 - a Forward collection points.
 - b Recovery.
 - c Identification.
 - d Evacuation.

e Hasty burial.

- (d) Labor.
- (e) Maintenance. (Aircraft, ground vehicle and equipment, and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)
 - 1 Maintenance collection points.
 - 2 Maintenance timelines.
 - 3 Maintenance priorities.
 - 4 Established control exchange procedures.
- (f) MEDEVAC and hospitalization. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded US and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)
 - 1 Location of medical assets.
 - 2 Casualty collection points.
 - 3 AXP.
 - 4 MEDEVAC plan (ground and air) to include frequency and call signs for communicating with air ambulances.
 - 5 Mass casualty plan.

6 Plan to treat chemically contaminated casualties.

(g) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, headquarters management, and religious support.)

(h) Civil-military cooperation.

(2) Task to subordinate units.

(3) Coordinating instructions.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1- Service support matrix.

(2) Appendix 2 - CSS overlay with critical information about:

(a) MSR/ASRs.

(b) Location (current and planned) for supply points.

1 CL I/VI and water.

2 CL II, III(P), IV, and VII.

3 CL III bulk.

4 CL V.

5 CL VIII.

(c) Location (current and planned) for forward logistics elements (FLEs).

- (d) Location of medical assets.
 - 1 Casualty collection points.
 - 2 AXP's.
 - 3 BAS's.
- (e) Location of LRPs.
- (f) Location of maintenance collection points.
- (g) Location of heavy equipment transporter (HET) evacuation points.
- (h) Location of provided services (laundry and bath etc.)
- (i) Location of GRREG points.

(3) Appendix 3 - Traffic circulation and control.

Tab 1 Traffic circulation (overlay).

Tab 2 Road movement table.

(4) Appendix 6 - Religious support.

20) T-Personnel

- a) SITUATION (see base order)
- b) MISSION
- c) EXECUTION
 - (1) Concept.
 - (2) Task to subordinate units.
 - (3) Coordinating instructions.
- d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

i. DISTRIBUTION

FSB - 5

FSB MOVEMENT ORDER

(When not included as a movements annex to an OPORD).

a. SITUATION

b. MISSION

c. EXECUTION

1) Concept of movement.

a) Detailed timings.

b) Order of march.

c) Routes.

d) Vehicle density per march unit.

e) March units per serial.

f) Open road speed.

g) Choke point speed.

h) Maximum catch up speed.

i) Method of movement.

j) Defense measures during movement.

k) Start point, release point, and critical points.

l) Choke points.

m) Rest and maintenance halts.

n) Instructions for halts.

- o) Vehicle marking and requirements for operations during periods of limited visibility. (Lightline, vehicle lighting.)
 - p) Air support.
 - q) Artillery support.
 - r) Traffic control.
 - s) Equipment recovery.
 - t) Risk assessment.
 - 2) Tasks to subordinate units.
 - 3) Coordinating instructions.
- d. SERVICE SUPPORT
 - 1) Supply.
 - a) Rations.
 - b) Refueling.
 - c) Water.
- e. COMMAND AND SIGNAL

FSB - 6 GUIDANCE AND INFORMATION FROM FSB COMMANDER AND STAFF

- a. FSB commander's oral or written guidance and reports.
- b. Operations reports.
- c. Personnel reports.
- d. Intelligence reports.
- e. Logistics report.
- f. Reports as required.

- g. NBC reports.
- h. Other reports of planning or critical combat information of interest to subordinate, higher, and adjacent units.

TASK LIST SUMMARY

This component provides a summary of the first level of tasks on the task list

1. **The forward support battalion commander and staff direct and lead the forward support battalion during planning for the battle.**
2. **The forward support battalion receives an order initiating a new mission from higher headquarters.**
3. **The forward support battalion commander and staff conduct mission analysis.**
4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order.**
5. **The forward support battalion commander issues initial planning guidance.**
6. **The forward support battalion commander and staff prepare staff estimates.**
7. **The forward support battalion commander and staff develop course(s) of action.**
8. **The forward support battalion commander and staff analyze course(s) of action.**
9. **The forward support battalion staff compares courses of action.**
10. **The forward support battalion commander announces decision.**
11. **The forward support battalion staff prepares an operations order.**
12. **The forward support battalion commander and staff issue the operations order.**

TASK LIST

The purpose of this component is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [] following the task.

In many instances, the wording of the task has been changed from the text found in the Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP) or Field Manual (FM) to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning," subtask "4," "prepares plans and orders," standard or sub-element "c."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task, "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander," would be [FM 101-5, pp. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs, nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various TRADOC schools, Forces Command (FORSCOM) units, and Combat Training Center (CTCs). These tasks are listed as field notes [FN] and are annotated with their source. For example, tasks identified by CSS Observer-Controllers (OCs) at the National Training Center (NTC) would be referenced as [FN - NTC CSS OCs]. Still other tasks and subtasks were identified based on review of newsletters and other documents published by the Center for Army Lessons Learned (CALL) which capture lessons learned from Army units relevant to doctrine, tactics, techniques, and procedures (DTTP). Tasks derived from CALL publications are referenced as Lessons Learned [LL] with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "National Training Center's 'Fighting with Fires'" is referenced as [LL-CALL Newsletter 95-6, p. 16].

In some cases, the analysis of the BF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

The first task identified in the task list component gives cognizance to the operational requirements of the FSB commander and staff which will be conducted concurrently with the rapid and efficient production of an order. This task was developed based on a scenario which

has the FSB deployed forward in the battle area, supporting a brigade not yet in contact but occupying forward assembly areas and anticipating immediate receipt of a division OPORD.

Full references for all the source material are listed in the reference section.

1. **The forward support battalion commander and staff direct and lead the forward support battalion during planning for the battle.**
 - a. The FSB commander provides command presence and leadership to soldiers, leaders, and units of the BSA. [FM 63-20, Chap 3]
 - b. The FSB commander and XO conduct command group operations. [ARTEP 63-005-MTP, Task 63-1-1045]
 - 1) Command group is located where it can control the FSB during the planning phase. [FM 63-20, pp. 2-4, 3-12 and 5-7 - 5-9]
 - 2) CPs and command group move, position, and survive. [FM 63-20, App A]
 - c. The FSB XO and S2/3 ensure that communications are maintained. [FM 63-20, Chap 4]
 - 1) CPs establish radio communications. [FM 63-20, p. 4-15]
 - 2) CPs establish alternate communication means. [FM 63-20, p. 5-2]
 - 3) CPs maintain communications. [FM 63-20, Chap 4 and p. 5-2]
 - d. The FSB staff, under the supervision of the XO, conducts actions to establish and maintain a CP. [FM 63-20, p. 3-11]
 - 1) The FSB S2/3 ensures that CPs establish security to provide early warning. [FM 63-20, pp. 5-10 and 5-14]
 - 2) The FSB S2/3 ensures that FSB/BSA CPs establish perimeter defense. [FM 63-20, pp. 5-11 and 5-13 - 5-14]
 - a) The FSB S2/3 ensures the establishment of an immediate reaction force. [FM 63-20, pp. 5-13]
 - b) The FSB S2/3 oversees the upgrade of defensive positions, hardening of fighting positions, camouflage of equipment and facilities, construction of overhead cover, emplacement of

obstacles, clearing of fields of fire, and provision of air guards.
[FM 63-20, pp. 5-13 and 5-14]

- c) The FSB S2/3 and NBC noncommissioned officer (NCO) ensure that the establishment of NBC defense. [FM 63-20, App B]
- e. The FSB S2/3 integrates employment of fire support. [FM 63-20, p. 5-9]
 - 1) Plans fires in support of FSB and BSA tenant elements. [FM 63-20, pp. 5-9 and 5-11]
 - 2) Directs and monitors fires in support of FSB defensive operations, particularly R&S. [FM 63-20, p. 5-9]
- f. The FSB S2/3 and NBC NCO direct and monitor NBC operations. [FM 63-20, App B]
 - 1) FSB NBC operations. [ARTEP 63-005-MTP, Task 63-1-1040]
 - 2) CPs' reaction to a chemical attack. [ARTEP 63-005-MTP, Task 63-2-R334]
 - 3) CPs' crossing of contaminated areas as required. [ARTEP 63-005-MTP, Task 63-2-1005/R226]
 - 4) CPs' performance of hasty decontamination as required. [ARTEP 63-005-MTP, Task 63-1-1018]
- g. The FSB S2/3 ensures that CPs react to indirect fire per the TSOP. [FM 63-20, p. 5-9]
- h. The FSB S2/3 directs and monitors BSA air defense operations. [FM 63-20, p. 5-10; ARTEP 63-005-MTP, Task 63-1-1014]
 - 1) All CPs take passive air defense measures through the practice of OPSEC, to include camouflage of equipment and facilities and dispersion.
 - 2) All CPs defend against air attack per TSOP and through the employment of brigade air defense elements assigned to provide air defense coverage to the BSA. [ARTEP 63-005-MTP, Task 63-2-R308]
- i. The FSB staff directs the accomplishment of CSS operations. [FM 63-20, p. 2-2]

- 1) The FSB support operations officer directs and monitors FSB CSS operations. [FM 63-20, p. 2-2]
 - a) The FSB Company A conducts supply operations for the field trains (LOGPACs) and combat trains. [FM 63-20, p. 5-7]
 - b) All FSB companies performs periodic maintenance services and the FSB Company B performs DS maintenance service for all customers. [FM 63-20, p. 6-6 and Chap 8]
 - c) The FSB Company B performs periodic maintenance collection point (MCP) activities. [FM 63-20, p. 6-6 and Chap 8]
 - d) The FSB companies perform recovery, repair, and return of non-mission capable (NMC) equipment. [FM 63-20, p. 8-5]
 - e) The FSB Company C performs preventative health activities. [FM 63-20, p. 9-4]
 - f) The FSB Company C performs treatment, evacuation, and reporting of all casualties. [FM 63-20, Chap 9]
 - g) The FSB supports BSA medical activities and provides DS HSS for all customers. [FM 63-20, p. 6-7 and Chap 9]
 - h) The FSB S2/3 NBC non-commissioned officer (NCO) ensures that supplies are protected from NBC contamination. [FM 63-20, p. 6-5 and App B]
 - i) The FSB performs GRREG services. [FM 63-20, pp. 6-3 and 6-7]
- 2) The FSB S1 and S4 ensure that FSB companies conduct CSS operations in support of the FSB. [FM 63-20, p. 2-2]
 - a) Treat, evacuate, and report FSB casualties. [FM 63-20, pp. 6-7 and Chap 9]
 - b) Perform maintenance on FSB CPs' vehicles and equipment. [FM 63-20, p. 6-7]
 - c) Conduct resupply operations. [FM 63-20, P. 6-7]
- j. The FSB S2/3 ensures that the BSA maintains OPSEC. [FM 63-20, p. 4-25 and 5-13]

- 1) Conducts OPSEC activities associated with the FSB/BSA C2 operations. [FM 63-20, Chap 5 and 6]
 - 2) Directs and monitors FSB/BSA OPSEC. [FM 63-20, Chap 5 and 6]
 - 3) Directs and leads FSB/BSA R&S operations. [FM 63-20, Chap 5 and 6]
- k. FSB staff coordinates for rear operations.
- 1) The FSB S2/3 section coordinates rear operations for FSB elements in other areas of responsibility. [ARTEP 63-005-MTP, Task 63-1-1014]
 - 2) Coordinates FSB subordinate elements' responsibilities when in a maneuver battalion's area. [ARTEP 63-005-MTP, Task 63-1-1014]
 - 3) Establishes rear operations policies, procedures, and reports for FSB units outside the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
2. **The forward support battalion receives an order initiating a new mission from higher headquarters.** [ARTEP 63-005-MTP, Task 63-1-1001, FM 101-5 and FM 63-20]
- a. The FSB commander designates an officer (normally the FSB S2/3 or support operations officer) and the medical company commander (in the capacity as the brigade surgeon) to attend the brigade's mission analysis at the brigade TOC, unless he decides to attend personally. (This normally occurs shortly after receiving a WARNO from the brigade [predicated on the brigade's receipt of the division order] and requires coordination with the brigade S3 on when and where the mission analysis will be conducted. During brigade mission analysis the FSB representative conducts support operations mission analysis for the supported brigade. This becomes the basis for the FSB's conduct of planning in parallel with that of the brigade and the DISCOM). [AN]
 - b. Upon receipt of the brigade WARNO, the FSB XO or CP "Battle Captain" informs commander of the content of the WARNO and: [ARTEP 63-005-MTP, Task 63-1-1001]
 - 1) The staff begins to gather facts and make assumptions concerning FSB projected capabilities, assets it will receive to assist in support of the brigade, and assets the brigade will make available to it, to provide for BSA force protection. [ARTEP 63-005-MTP, Task 63-1-1001]

- 2) The staff begins to gather and organize information in preparation for the staff estimate process. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 3) The FSB S2/3 initiates intelligence preparation of the battlefield (IPB). [ARTEP 63-005-MTP, Task 63-1-1002]
- c. The FSB commander, XO, support operations officer, and/or the FSB S2/3 attend the orders briefs of higher headquarters: [FM 63-20, p. 1-2]
- 1) DISCOM.
 - 2) Brigade.
- d. The FSB commander and XO determine the process to brief and inform the entire battle staff on the content of the DISCOM and brigade orders in the fastest time possible. [ARTEP 63-005-MTP, Task 63-1-1001]
- e. The FSB commander determines which planning procedure he and the staff will use for OPOD development. [FM 101-5 Chap 4]
- f. The FSB commander and staff clarify issues with their counterparts at brigade and DISCOM. [ARTEP 63-005-MTP, Task 63-1-1001]
- g. The FSB support operations officer provides input for development of the brigade and DISCOM OPODs. [STP 21-II-MQS, Task 01-9007.01-0250, 03-9001.12-0003; ARTEP 63-005-MTP, Task 63-1-1001]
- h. The FSB S2/3 provides an information briefing to the brigade rear CP and the DISCOM SPO section, which includes: [FM 63-20, Chap 3]
- 1) Estimated deployment time. [AN]
 - 2) Current status of assets and task organization to brigade rear CP and DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1001]
- i. The FSB S2/3 issues the initial WARNO to the FSB units and all BSA elements. [FM 101-5, pp. 4-7 through 4-40]
- j. The FSB XO and S2/3 develop planning and preparation timeline for the staff. [ARTEP 63-005-MTP, Task 63-1-1001]
- k. As required, the FSB commander employs the military decision-making process (MDMP) in a time-constrained environment: [AN]

- 1) Assembles the staff.
- 2) Identifies critical information needed prior to mission analysis; for example:
 - a) Location and status of all battalion staff officers and other BSA element leaders.
 - b) Staff planning timeline.
3. **The forward support battalion commander and staff conduct mission analysis.**
[ARTEP 63-005-MTP, Task 63-1-1001, 63-1-1002 and 63-1-1003; and FM 101-5, Chap 4]
 - a. The FSB XO leads the staff in conducting mission analysis.
 - 1) Receives input about support requirements based on the support mission analysis developed by the officer designated to attend the brigade's mission analysis session at the brigade TOC (normally the FSB S2/3 or FSB support operations officer), to include input from the brigade surgeon (medical company commander), who remains at the brigade TOC throughout the planning process to provide medical advice to the brigade commander and staff.
 - 2) FSB mission analysis is conducted in the context of parallel planning and also is based on: [FM 101-5, p. 4-11; AN]
 - a) The brigade WARNO and initial results of the brigade mission analysis.
 - b) The DISCOM WARNO.
 - b. Upon receipt of an OPORD/FRAGO from the brigade and/or the DISCOM, the FSB XO leads the staff in analysis of the order(s) and determines what changes need to be made to the FSB draft order which was prepared during the parallel planning process. [FM 101-5, p. 4-11; AN]
 - c. The FSB staff conducts a situation update briefing to the FSB commander just prior to mission analysis. [ARTEP 63-005-MTP, Task 63-1-1001]
 - d. While the staff conducts mission analysis in the parallel planning mode, the FSB commander conducts his own mission analysis based on information provided by the staff and the brigade and DISCOM WARNOS. The process he goes through is the same as that of the staff described below. [FM 101-5, p. 4-11]

- e. The FSB XO supervises staff mission analysis, and: [ARTEP 63-005-MTP, Task 63-1-1001]
 - 1) Organizes the staff to conduct mission analysis. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 2) Provides mission analysis guidance to the staff based on the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 3) Directs the FSB staff to derive higher (brigade and DISCOM) commander's intents, missions, purposes, and endstates. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 4) Translates major tasks to specific objectives based on intent of the supported brigade and the DISCOM commanders. [ARTEP 63-005-MTP, Task 63-1-1001]
- f. The FSB S2/3 determines available friendly troops (e.g., availability of a tactical combat force [TCF] and a brigade reserve) and FSB resources. [ARTEP 63-005-MTP, Task 63-1-1001]
- g. The FSB staff develops the restated mission: who, what, where, when, why. [ARTEP 63-005-MTP, Task 63-1-1001]
- h. The FSB S2/3 determines brigade's participation in the division's deception plan and the role of the BSA in that plan. [ARTEP 63-005-MTP, Task 63-1-1001]
- i. The FSB staff analyzes acceptable levels of risk for safety, force protection, and mission accomplishment. [ARTEP 63-005-MTP, Task 63-1-1001]
- j. The FSB XO reviews the staff's mission analysis. [ARTEP 63-005-MTP, Task 63-1-1001]
- k. The FSB XO and FSB S2/S3 perform a planning and preparation time analysis. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 1) Calculate total time remaining before execution of upcoming operations. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 2) Identify all steps in the command estimate process. [ARTEP 63-005-MTP, Task 63-1-1001]

- 3) Assign time limitation for each step in the command estimate process (e.g., staff estimate paragraph development) so that the orders process does not exceed one-third of the total time remaining before execution. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 4) Disseminate timeline limitations to all staff sections. [ARTEP 63-005-MTP, Task 63-1-1001]
- l. The FSB XO and S2/3 finalize the planning and preparation timeline. [ARTEP 63-005-MTP, Task 63-1-1001]
- m. The FSB S2/3 intelligence NCO conducts IPB. He receives initial IPB information from the brigade S2 which forms the basis of his IPB. [ARTEP 63-005-MTP, Task 63-1-1002]
- 1) The FSB S2/3 section intelligence NCO performs battlefield area evaluation. [ARTEP 63-005-MTP, Task 63-1-1002]
 - a) Identifies the area of interest (AI) on the map based on the supported brigade and FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1002 (Requires input from brigade and DISCOM BF-18)]
 - b) Prepares a map overlay of the AI that is correctly marked and oriented with the actual map. [ARTEP 63-005-MTP, Task 63-1-1002]
 - 2) The FSB S2/3 section intelligence NCO performs weather analysis based on input from the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1002]
 - a) Verifies all climatic or weather condition information in the DISCOM's and brigade's analysis of the area of operations (AO). [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Identifies operational aspects of weather that influence the FSB's course of action (COA) choices. [ARTEP 63-005-MTP, Task 63-1-1002]
 - c) Prepares a weather factor analysis matrix that lists weather factors, specific intelligence uses, and operational applications. [ARTEP 63-005-MTP, Task 63-1-1002]
 - d) Prepares required weather overlays as determined by the FSB S2/3 officer. [ARTEP 63-005-MTP, Task 63-1-1002]

- e) Requests additional required weather forecasts, studies, and overlays based on a historical database from DISCOM and the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1002]
- 3) The FSB S2/3 section intelligence NCO performs terrain analysis of the AI. [ARTEP 63-005-MTP, Task 63-1-1002]
- a) Lists general description of the area that includes detailed information on relief and drainage systems, vegetation, surface material, man-made features, and any additional characteristics which influence the COA choices. [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Identifies major roads and rail routes, choke points, bridges, river-fording sites, and any other potential logistics and HSS inhibitors (e.g., contaminated areas). [ARTEP 63-005-MTP, Task 63-1-1002]
 - c) Lists the terrain effects in the AI on cover and concealment, obstacles, nuclear, chemical, laser weapons, and dispersion of logistics and HSS facilities. [ARTEP 63-005-MTP, Task 63-1-1002]
 - d) Prepares a terrain factor matrix which lists all functions and factors that are significant to the FSB's mission. [ARTEP 63-005-MTP, Task 63-1-1002]
 - e) Prepares a modified combined obstacles overlay (MCOO) based on observation and fields of fire, concealment and cover, obstacles, key terrain, and avenues of approach and mobility corridor. [ARTEP 63-005-MTP, Task 63-1-1002]
- 4) The FSB S2/3 section performs analysis of effects of HNS and civil affairs considerations on logistics and HSS. [ARTEP 63-005-MTP, Task 63-1-1002]
- a) Lists personnel aspects within the area of interest such as capabilities of local civilian labor force, attitudes of populace, and impact thereof on FSB operations. [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Lists logistics and HNS capabilities (e.g., water resources, fixed facilities) and identifies constraints imposed by weather, terrain, or

- conditions of the local economy. Appraises their impact within the AI on FSB operations. [ARTEP 63-005-MTP, Task 63-1-1002]
- c) Lists constraints imposed by civil population's requirements to include seasonal activities and identifies their impact on FSB operations within the AI. [ARTEP 63-005-MTP, Task 63-1-1002]
- 5) The FSB S2/3 section prepares draft analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1002]
 - a) Lists the results of the battlefield area evaluation, weather and terrain analysis, and of the logistics and HSS effects analysis on the general friendly COA. [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Consolidates data into appropriate format as prescribed by the TSOP. [ARTEP 63-005-MTP, Task 63-1-1002]
 - c) Forwards draft copy for approval or modification to S2/3 officer. [ARTEP 63-005-MTP, Task 63-1-1002]
- 6) The FSB XO or S2/3 officer approves analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1002]
 - a) Inspects analysis of the AO for completeness, accuracy, and compliance to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Forwards draft analysis of the AO to S2/3 section for final preparation. [ARTEP 63-005-MTP, Task 63-1-1002]
- 7) The FSB S2/3 section prepares final draft of the analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1002]
 - a) Makes appropriate changes as instructed by the FSB XO and S2/3. [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Forwards final draft to the FSB S2/3 for signature. [ARTEP 63-005-MTP, Task 63-1-1002]
 - c) Identifies distribution requirements. [ARTEP 63-005-MTP, Task 63-1-1002]

- d) Coordinates reproduction of required copies with the S1 section. [ARTEP 63-005-MTP, Task 63-1-1002]
 - e) Distributes analysis of the AO to all FSB units and BSA elements. [ARTEP 63-005-MTP, Task 63-1-1002]
- 8) The FSB S2/3 section performs rear area evaluation. [ARTEP 63-005-MTP, Task 63-1-1003]
- a) The FSB S2/3 intelligence NCO identifies threat forces expected to be found in the rear AI. [ARTEP 63-005-MTP, Task 63-1-1003]
 - b) The FSB S2/3 intelligence NCO lists all known threat force dispositions, composition, and strength. The list should be expressed in terms of committed, reinforcing, and supporting forces. [ARTEP 63-005-MTP, Task 63-1-1003]
 - c) The FSB S2/3 intelligence NCO lists all recent threat activities in the AI and area of influence. [ARTEP 63-005-MTP, Task 63-1-1003]
 - d) The FSB S2/3 intelligence NCO develops applicable doctrinal templates for threat forces within the AI. [ARTEP 63-005-MTP, Task 63-1-1003]
 - e) The FSB S2/3 intelligence NCO prepares an unconventional warfare situation map (SITMAP) that shows probable operating areas, encampments, and movement routes for unconventional threat forces. [ARTEP 63-005-MTP, Task 63-1-1003]
 - f) The FSB S2/3 intelligence NCO prepares a population status overlay that shows areas with a high potential for civil unrest or with concentrations of enemy sympathizers. [ARTEP 63-005-MTP, Task 63-1-1003]
 - g) The FSB S2/3 intelligence NCO evaluates enemy capabilities and activities, as well as PSYOP efforts, to determine possible COAs in brigade rear area. [ARTEP 63-005-MTP, Task 63-1-1003]
 - h) The FSB S2/3 intelligence NCO requests intelligence information required to fill gaps identified in the database from the DISCOM S2 and the supported brigade S2. [ARTEP 63-005-MTP, Task 63-1-1003]

- 9) The FSB S2/3 section intelligence NCO performs threat information integration. [ARTEP 63-005-MTP, Task 63-1-1003]
 - a) Prepares a situation template (SIT TEMP) showing unit and equipment dispositions, frontages, depths, and echelon spacing adjusted for terrain and weather factors. [ARTEP 63-005-MTP, Task 63-1-1003]
 - b) Prepares an event template showing high-speed avenues of approach into the BSA. [ARTEP 63-005-MTP, Task 63-1-1003]
 - c) Prepares a draft decision support template (DST) showing points where a decision is required based on threat action and rate of movement (e.g., When should the FSB conduct an emergency displacement in the event of an enemy penetration of the brigade's defense). [ARTEP 63-005-MTP, Task 63-1-1003]
 - d) Lists threat's most likely COAs in their most probable order of adoption based on templating. [ARTEP 63-005-MTP, Task 63-1-1003]
 - e) Coordinates threat information integration products with the brigade S2 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1003]
- 10) The FSB S2/3 section identifies friendly forces. [ARTEP 63-005-MTP, Task 63-1-1003]
 - a) FSB, subordinate units, and activities.
 - b) Maneuver forces available in the brigade rear area. [ARTEP 63-005-MTP, Task 63-1-1003]
 - c) Corps and division CSS units in the brigade AI. [ARTEP 63-005-MTP, Task 63-1-1003]
- 11) The FSB S2/3 prepares map overlays showing array of friendly units based on mission requirements and guidance from the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1003]
- n. The FSB support operations section refines the support operations mission analysis which was passed to the FSB XO from the FSB representative attending the brigade mission analysis.

- o. The FSB XO consolidates and reviews the staff mission analyses, eliminating redundancy in such things as constraints and assumptions, and supervises the staff in preparing the mission analysis briefing for the commander. [AN]
- p. The FSB XO identifies the time and place for the staff's mission analysis briefing to the commander. [ARTEP 63-005-MTP, Task 63-1-1001]
- q. The FSB XO and FSB staff brief the commander on mission analysis, gain approval of timeline for operations and restated mission, and receive planning guidance. [ARTEP 63-005-MTP, Task 63-1-1001]
- r. If necessary, the FSB commander uses the MDMP in a time-constrained environment for mission analysis: [FM 101-5, Chap 4, p. 4-15]
 - 1) Conducts a mission analysis by himself. [AN]
 - 2) Conducts a "brainstorming" mission analysis session with the FSB staff. [AN]
- 4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order.** [ARTEP 63-005-MTP, Task 63-1-1001, FM 101-5, Chap 4; and FM 63-20]
 - a. The FSB XO ensures that the FSB WARNOs are prepared and issued in 5-paragraph format to: [FM 101-5, p. H-130]
 - 1) Provide timeline for major events which are associated with mission execution. [FM 101-5, p. H-13]
 - 2) Provide enough detail to focus planning by subordinate unit commanders and staff. [FN - IN School]
 - 3) Provide essential details of the impending FSB and brigade operation. [FM 101-5, p. 4-55, H-13]
 - 4) Provide for parallel planning with the brigade TOC. [AN]
 - b. The FSB S2/3, in conjunction with other staff officers, prepares a battalion WARNO which includes, as a minimum: [FM 101-5, p. H-14]
 - 1) Required maps (if changed from the current OPORD). [FM 101-5, p. H-14]

- 2) Enemy situation updates. [FM 101-5, p. H-14, ARTEP 63-005-MTP, Task 63-1-1009]
- 3) Battalion and brigade events to occur prior to the issuance of the FSB OPORD. [FM 101-5, p. H-14]
- 4) FSB mission, task, or operation, to include task organization changes directed by the DISCOM or brigade commander. [ARTEP 63-005-MTP, Task 63-1-1009, FM 101-5, p. H-14]
- 5) Brigade and DISCOM commander's missions and intents. [FM 101-5, p. H-14]
- 6) The FSB commander's intent statement (when available). [FM 101-5, p. H-14]
- 7) The FSB commander's restated mission statement.
- 8) Earliest time of movement and actions required for BSA units. [FM 101-5, p. H-14, ARTEP 63-005-MTP, Task 63-1-1009]
- 9) Orders for preliminary action, reconnaissance, surveillance, and observation. [FM 101-5, p. H-14]
- 10) Time and place to meet for leaders' reconnaissance. [ARTEP 63-005-MTP, Task 63-1-1010 and FM 63-20, App A]
- 11) Service support instructions for the FSB units and BSA elements, any special equipment necessary, regrouping of transport, or preliminary moves to assembly areas, if necessary. [FM 101-5, p. H-14]
- 12) Service support instructions for the FSB subordinate commanders and the FSB staff which pertain to special support requirements for the supported brigade. [AN]
- 13) Information for the battalion orders group, which includes: [FM 101-5, p. H-14]
 - a) The rendezvous point and time for assembly of a battalion orders group. [FM 101-5, p. H-14, ARTEP 63-005-MTP, Task 63-1-1001 and FM 63-20, p. 5-2]
 - b) Guidance on attendance of subordinate commanders and staff and BSA elements for the battalion orders group. [FM 101-5, p. H-14]

- c. FSB commander reviews and approves the WARNO or delegates that responsibility to XO or S2/3.
- d. The FSB S2/3 issues the WARNO and: [FM 101-5, pp. 4-55, H-13]
 - 1) Ensures that subordinate unit commanders and staff have maximum planning time. [FM 101-5, p. 4-55, H-13]
 - 2) Ensures that all BSA units and staff members receive a copy of the WARNOs. [AN]
- e. The FSB commander directs the FSB S2/3 to issue WARNOs as frequently as necessary to all subordinate units, informing them of pending operations. [ARTEP 63-005-MTP, Task 63-1-1001]
- f. As required, the FSB commander uses the MDMP in a time-constrained environment. Options: [FM 101-5, Chap 4, p. 4-15]
 - 1) Personally develops the WARNO.
 - 2) Issues the WARNO via the most expeditious means; e.g., hot loop, net call, commanders, and staff huddle.

5. **The forward support battalion commander issues initial planning guidance.**
[ARTEP 63-005-MTP, Task 63-1-1001, FM 101-5, Chap 4]

- a. The FSB commander issues clear guidance that focuses the staff so that they may quickly develop planning options or perform the tasks necessary to support the commander. [FM 101-5, p. 4-17]
- b. The FSB commander's guidance to the staff should include the following elements: [ARTEP 63-005-MTP, Task 63-1-1001]
 - 1) The FSB commander's intent. [FM 101-5, p. 4-18]
 - 2) The FSB's restated mission. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 3) Timeline for operations. [FM 101-5, p. 4-23]
 - 4) Enemy COAs, in the form of SIT TEMPs (with emphasis on those enemy COAs which pose a threat to the BSA or to elements operating forward of the BSA, such as a level III threat in the vicinity of a ROM site). [FM 101-5, p. 4-17; AN]

- 5) COA development guidance. [ARTEP 63-005-MTP, Task 63-1-1001]
 - a) A specific COA the commander wants developed. [AN]
 - b) Any parameters for COA development. [AN]
 - c) Any potential requirement for the brigade conducting refuel-on-the-move (ROM) operations.
- 6) Criteria for comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1002]
- 7) Supported brigade and FSB roles in the corps/division deception plan. [FM 101-5, p. 4-21]
- 8) Type of order to issue. [FM 101-5, p. 4-24]
- 9) Type of rehearsal to conduct at FSB level and rehearsals at the brigade level in which the FSB would be expected to participate. [FM 101-5, p. 4-25; AN]
- 10) CCIR. [FM 101-5, p. 4-27]
 - a) Essential elements of friendly information (EEFI). [BCBL "Battle Command," p. 21; FN - Battle command Training Program (BCTP)]
 - b) Friendly force information requirements (FFIR). [BCBL "Battle Command," p. 21; FN - BCTP]
 - c) PIR. [BCBL "Battle Command," p. 21; FN - BCTP]
- 11) Guidance on casualty evacuation. [AN]
- 12) Priorities. [FM 101-5, p. 4-22]
- c. The FSB commander designates an officer to attend the supported brigade's COA development and/or war-gaming, (normally the support operations officer or S2/3) if COA development was not done immediately following the brigade's mission analysis.

- d. The FSB representative, at the brigade COA development and war-gaming, utilizes information based on COA refinement and decisions of the FSB battalion commander.
 - e. The FSB commander, when employing the MDMP in a time-constrained environment, issues planning guidance that: [FM 101-5, p. 4-16; FM 6-20-10, Chap 2; FN - IN School]
 - 1) Provides more detailed and directive guidance to shorten planning time.
 - 2) Adds focus to staff planning by stating options the staff should not consider.
 - 3) Describes restrictions on planning (e.g., timelines).
6. **The forward support battalion commander and staff prepare staff estimates.**
[ARTEP 63-005-MTP, Task Numbers 63-1-1001, 63-1-1004, 63-1-1005, 63-1-1006, 63-1-1007 and 63-1-1008; FM 101-5, Chap 4]
- a. The FSB staff receives staff estimate information from the brigade S4 and/or from the FSB representative attending the supported brigade's planning sessions. [FM 63-20, Chap 3; AN]
 - b. The FSB XO ensures that each staff member prepares a staff estimate for his own area of responsibility. Estimates: [FM 101-5, p. 3-85 and C-1 through C-26]
 - 1) Include analysis of how battlefield operating systems (BOS) considerations influence mission accomplishment.
 - 2) Are developed in consultation with other staff officers.
 - 3) Identify critical, relevant, and accurate information.
 - 4) Are presented in written form or orally.
 - c. Each FSB staff member prepares an estimate for his area of responsibility: [AN]
 - 1) The FSB S2/3 section intelligence NCO prepares the intelligence estimate. [ARTEP 63-005-MTP, Task 63-1-1004]
 - a) Anticipated enemy fires that can target the BSA. [AN]
 - b) Probable enemy COA that most greatly threatens the BSA or FSB activities. [AN]

- c) Status of intelligence collection assets (BSA R&S elements and brigade aviation elements which could be used to provide periodic aerial reconnaissance of the brigade rear area). [AN]
- d) Specific IR. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) Identifies information requirements (IR) by analyzing the FSB commander's restated mission and the staff analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) Policies and procedural requirements for obtaining information in accordance with the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) PIR/IR gaps. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (4) Listing of indicators for each PIR/IR. List should address: [ARTEP 63-005-MTP, Task 63-1-1004]
 - (a) Threat infiltration activities. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (b) Possible targets in the BSA for threat activities; e.g., the ATP or the CL III point. [AN]
 - (c) Probable type and size force the threat may use against these targets. [ARTEP 63-005-MTP, Task 63-1-1004]
- e) The FSB intelligence NCO prepares intelligence collection worksheet that lists all PIR/IR, NAI, indicators, and available collection agencies. [ARTEP 63-005-MTP, Task 63-1-1004]
- f) The FSB intelligence NCO requests additional intelligence information, based on PIR and gaps in current holdings, from collection agencies listed in collection worksheet. [ARTEP 63-005-MTP, Task 63-1-1004]
- g) The FSB S2/3 intelligence NCO updates the FSB IPB intelligence information: [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) Extracts required information from current intelligence holdings, such as the S2 workbook, situation maps, policy

files and journals, and intelligence summaries (INTSUM).
[ARTEP 63-005-MTP, Task 63-1-1004]

- (2) Revises intelligence collection worksheets to reflect changes in collection requirements. [ARTEP 63-005-MTP, Task 63-1-1004]
- (3) Identifies pertinence of all incoming information in terms of reliability and credibility factors. [ARTEP 63-005-MTP, Task 63-1-1004]
- (4) Integrates incoming information into existing files and worksheets. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (a) FSB/BSA reconnaissance elements.
 - (b) Intelligence information from the supported brigade and DISCOM IPB products.
 - (c) Intelligence information received by elements of the BSA; e.g., task force field trains.

h) The FSB S2/3 section intelligence NCO develops references and paragraph 1 (mission) of the intelligence estimate. [ARTEP 63-005-MTP, Task 63-1-1004]

- (1) Lists all maps, charts, or other documents required to understand the estimate. [ARTEP 63-005-MTP, Task 63-1-1004]
- (2) Transcribes FSB commander's restated mission. [ARTEP 63-005 MTP, Task 63-1-1004]

i) The FSB S2/3 section intelligence NCO develops paragraph 2 of the intelligence estimate, the AO. Lists: [ARTEP 63-005-MTP, Task 63-1-1004]

- (1) Weather forecast, climatic information, light data with moon phase. [ARTEP 63-005-MTP, Task 63-1-1004]
- (2) The weather effects on visibility, trafficability, personnel, equipment, threat capabilities, and friendly COAs. [ARTEP 63-005-MTP, Task 63-1-1004]

- (3) The terrain and weather effects on enemy capabilities for long- and short-range observation of the BSA and placement of direct fire on the BSA and logistics activities. [ARTEP 63-005-MTP, Task 63-1-1004]
- (4) The terrain factors influencing concealment from ground and air observation, and cover from direct and indirect fire. [ARTEP 63-005-MTP, Task 63-1-1004]
- (5) Threat avenues of approach. [ARTEP 63-005-MTP, Task 63-1-1004]
- (6) Probable size and type enemy force that could utilize the avenues of approach. [ARTEP 63-005-MTP, Task 63-1-1004]
- (7) Terrain factors affecting placement of logistics and HSS facilities. [ARTEP 63-005-MTP, Task 63-1-1004]
- (8) Summary of overall impact of terrain on threat capabilities and COAs. [ARTEP 63-005-MTP, Task 63-1-1004]
- (9) Summary of overall impact of terrain on FSB's mission and COAs. [ARTEP 63-005-MTP, Task 63-1-1004]
- j) The FSB S2/3 section intelligence NCO develops paragraph 3 of the intelligence estimate, enemy situation. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) All map overlays and previous published documents that show threat situation and positions. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) All threat units by unit designation with organizational structure. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) Summary of threat activities which might serve as indicators to future actions. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (4) History of enemy deviations from known doctrine, practices, principles of war; known personnel, and equipment weaknesses. [ARTEP 63-005-MTP, Task 63-1-1004]

- (5) Civilian populace attitudes toward friendly and enemy forces as they relate to the hindrance or accomplishment of the FSB's mission. [ARTEP 63-005-MTP, Task 63-1-1004]
- k) The FSB S2/3 section intelligence NCO develops paragraph 4 of the intelligence estimate, enemy capabilities. Lists: [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) The basic maneuver capabilities to include what, when, where, and in what strength for each capability. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) Conclusions on threat capabilities and their probability of adoption as a COA, including rationale. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) Capabilities that could hinder the accomplishment of the FSB's mission. [ARTEP 63-005-MTP, Task 63-1-1004]
- l) The FSB S2/3 section develops paragraph 5 of the intelligence estimate, conclusions. Lists: [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) The most probable threat COAs in the order of relative probability of adoption based on paragraphs 2, 3, and 4. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) All threat peculiarities and weaknesses that can be exploited at FSB higher levels. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) Acknowledgment instructions, if necessary. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (4) All applicable annexes. [ARTEP 63-005-MTP, Task 63-1-1004]
- m) The FSB S2/3 approves the intelligence estimate. [ARTEP 63-005-MTP, Task 63-1-1004]

- (1) Verifies contents for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) Forwards intelligence estimate to XO for review. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) Presents the estimate to the commander or XO and staff. [ARTEP 63-005-MTP, Task 63-1-1004]
- n) The FSB S2/3 section distributes the intelligence estimate to other staff sections. [ARTEP 63-005-MTP, Task 63-1-1004 (and to the brigade and DISCOM S2); AN]
- 2) The FSB S2/3 prepares paragraphs 1 and 2 of the operations (supporting commander's) estimate which includes: [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) Current status of FSB units and all BSA elements. [AN]
 - (1) Other division and corps units operating in the BSA.
 - (2) Combat strength.
 - (a) Crew served weapons and base reaction force composition.
 - (b) Vehicles, in particular combat vehicles with mounted weapons; e.g., M113s and the M88 in the FSB, and M1s and M2s in the task forces' field trains.
 - (c) Tactical combat force (TCF) and/or brigade reserve.
 - (3) Location and activities of all FSB and BSA elements.
 - b) The FSB S2/3 and support operations officer jointly conduct an assessment of the FSB's capability to conduct CSS operations while providing for force protection. [FM 63-20, Chap 6; AN]
 - c) Missions and commander's intents of brigade and DISCOM commanders. [AN]
 - d) Specific actions taken by the FSB S2/3 include:

- (1) The FSB S2/3 section determines IR for supporting the brigade and DISCOM commander's concepts of operations. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (a) Identifies IR by reviewing the FSB, DISCOM, and brigade commander's restated missions and the division OPORD. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (b) Identifies agencies or documents from which to acquire additional IR. [ARTEP 63-005-MTP, Task 63-1-1008]
- (2) The FSB S2/3 section conducts analyses of potential FSB CPs/C2 tactical movements and occupation of assembly/operational areas. [FM 63-20, pp. 2-4, 3-12, 5-7 through 5-9 and App A]
 - (a) The FSB S2/3 section determines additional transportation requirements for movement of subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]
 - 1 Identifies adjacent unit boundaries and all other areas of responsibility to be crossed by subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]
 - 2 Identifies probable security requirements from the intelligence estimate, intelligence summaries and the IPB. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]
 - 3 Identifies what percentage of each subordinate element in the BSA can be moved in a single lift. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]

- (b) The FSB S2/3 section identifies options for future BSA locations by map reconnaissance. Factors include: [ARTEP 63-005-MTP, Task 63-1-1011]
- 1 Space required for number and type of elements and base facilities proposed for the new area. [ARTEP 63-005-MTP, Task 63-1-1011]
 - 2 Space available to support the number and type of elements, and base facilities proposed for the new area. [ARTEP 63-005-MTP, Task 63-1-1011]
 - 3 Capability of area to support the battalion's equipment and vehicles. Factors include: [ARTEP 63-005-MTP, Task 63-1-1011]
 - a Dispersion.
 - b Size and weight of equipment.
 - c Safety factors; e.g., considerations for locating ATPs and fuel points specified distances from other facilities.
 - 4 Accessibility of roads and size of areas around buildings. [ARTEP 63-005-MTP, Task 63-1-1011]
 - 5 Availability of cover and concealment in area. [ARTEP 63-005-MTP, Task 63-1-1011]
 - 6 Suitability of helicopter landing sites. [ARTEP 63-005-MTP, Task 63-1-1011]
 - 7 Accessibility to MSRs and ASRs. [AN]
 - 8 Suitable distances from projected enemy assembly areas. [AN]

- f) The FSB S2/3 section drafts references and paragraph 1 of the operations estimate, mission. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (1) Lists all maps, charts, or other documents required to understand the estimate. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (2) Lists the FSB commander's restated mission. [ARTEP 63-005-MTP, Task 63-1-1008]
- g) The FSB S2/3 section drafts paragraph 2 of the operations estimate, the situation and COA. Lists: [ARTEP 63-005-MTP, Task 63-1-1008]
 - (1) Nature of the maneuver brigade operation to be supported. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (2) Composition and locations of the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (3) Peculiar or unusual support requirements and other factors pertaining to the supported force that affect the scope and size of the support mission. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (4) Effects of the AO on the support mission. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (5) Enemy capabilities that are a threat to the support mission. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (a) BSA.
 - (b) LRPs, AXP's, convoys.
 - (c) MSRs/ASRs.
 - (6) Aspects of the friendly situation that provide the basis for anticipated difficulties in the FSB's capability to provide required support; e.g., the brigade's receipt of additional combat units which do not bring DS CSS assets with them. [ARTEP 63-005-MTP, Task 63-1-1008]

- (7) Phases of the maneuver brigade's operations that require reassessment of support; e.g., points at which the brigade may be forced to transition to a hasty defense. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (8) Special support requirements and the phase of the operations in which they occur; e.g., requirements to provide refueling and rearming of the division cavalry squadron, or requirements to conduct ROM operations. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (9) Special support techniques or procedures required because of tactical operations. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (10) Effects of logistics, HSS, personnel, and CMO situations within the FSB on mission accomplishment. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (11) All projected difficulties that may influence the accomplishment of the FSB's mission. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (12) Initial list of all feasible COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
- 3) The FSB S2/3 section conducts a nuclear vulnerability analysis as appropriate. [ARTEP 63-005-MTP, Task 63-1-1008]
- a) Identifies potential area of FSB support operations in support of the brigade commander's concept. [ARTEP 63-005-MTP, Task 63-1-1008]
 - b) Identifies all pertinent information required to perform the analysis. [ARTEP 63-005-MTP, Task 63-1-1008]
 - c) Identifies potential enemy nuclear weapons delivery capability. Delivery system information should include probable yield(s) associated with each system and the range to system launch locations (if known). [ARTEP 63-005-MTP, Task 63-1-1008]
 - d) Identifies the location, size, shape (disposition), and status of all friendly units being analyzed. [ARTEP 63-005-MTP, Task 63-1-1008]

- e) Selects appropriate vulnerability radii. [ARTEP 63-005-MTP, Task 63-1-1008]
 - f) Selects best technique to offset nuclear vulnerability. [ARTEP 63-005-MTP, Task 63-1-1008]
 - g) Identifies "worst case" ground zero. [ARTEP 63-005-MTP, Task 63-1-1008]
 - h) Estimates fractional coverage. [ARTEP 63-005-MTP, Task 63-1-1008]
 - i) Compares estimated percentage of casualties or damage to commander's acceptable loss criteria. [ARTEP 63-005-MTP, Task 63-1-1008]
 - j) Develops initial COAs to decrease FSB's vulnerability or increase protection that would be presented during the war-gaming of COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
 - k) Forwards nuclear vulnerability analysis to S2/3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1008]
- 4) The FSB S4 prepares paragraphs 1 and 2 of the logistics estimate which provides for internal FSB logistical support. [ARTEP 63-005-MTP, Task 63-1-1006 and FM 63-20, pp. 6-4 and 6-5]
- a) The FSB S4 determines the current maintenance status of FSB elements. [FM 63-20, Chap 6; AN]
 - (1) C026 report (former DA Form 2406 report).
 - (2) Repair parts (CL IX).
 - (3) Maintenance asset locations and activities.
 - (4) Key maintenance personnel status.
 - (5) BMO's assessment of capabilities in terms of strengths and weaknesses.
 - b) The FSB S4 determines the current supply status of FSB units. [FM 63-20, Chap 6; AN]

- c) The FSB S4 identifies organizational maintenance problems BSA tenant elements may be having and their supply status. (This is necessary since their battalion S4s are not in proximity to assist them.) [AN]
- d) The FSB support operations branch plans software support for the FSB and subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (1) Identifies all subordinate elements with CSS software capabilities. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (2) Identifies all units in the BSA without organic CSS software capabilities to include TF field trains and combat trains unit level logistics system (ULLS) computer software capability. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (3) Develops CSS software plan that accommodates all units with or without software capabilities in coordination with DISCOM CSS automated management office (CSSAMO). [ARTEP 63-005-MTP, Task 63-1-1013]
 - (4) Provides instructions to include receipt, distribution, and implementation of change packages; submission of software problems reports; and coordination of external support. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (5) Prepares continuity of operations plan in accordance with TSOP, which provides policies and procedures for maintaining continuity of operations in the event that automated systems become inoperative due to battle loss or technical problems. [ARTEP 63-005-MTP, Task 63-1-1013]
- e) Specific actions of the S4 are:
 - (1) The FSB S4 section determines IR. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (a) Identifies IR by analyzing the commander's restated mission, analyses of the AO and DISCOM logistics summaries. [ARTEP 63-005-MTP, Task 63-1-1006]

- (b) Follows TSOP policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (c) Identifies agencies and documents from which to acquire information. [ARTEP 63-005-MTP, Task 63-1-1006]
- (2) The FSB S4 section assembles required information. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (a) Coordinates tactical and intelligence information requirements with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (b) Coordinates personnel IR with the FSB S1 section. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (c) Extracts required information from current information holdings, such as S4 workbook, situation maps, policy files, and journals. [ARTEP 63-005-MTP, Task 63-1-1006]
- (3) The FSB S4 section drafts references and paragraph 1 of the logistics estimate, mission. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (a) Lists all maps, charts, or other documents required to understand the estimate. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (b) Transcribes the FSB commander's restated mission. [ARTEP 63-005-MTP, Task 63-1-1006]
- (4) The FSB S4 section drafts paragraph 2 of the logistics estimate, the situation and considerations. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (a) Prepares brief intelligence summary with appropriate references. [ARTEP 63-005-MTP, Task 63-1-1006]

- (b) States the effects of the intelligence situation on internal logistics activities. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (c) Lists disposition of all tactical units that influence internal logistics activities. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (d) Lists all COAs provided by the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (e) Lists disposition of personnel and administration units and installations that have an effect on the internal logistics situation. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (f) Lists projected developments within the personnel field likely to influence internal logistics operations; e.g., limitations on personnel replacements, certain military occupational specialties (MOS) shortages. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (g) Lists locations of CMO units that have an effect on the internal logistics situation; e.g., can certain aspects of support be contracted such as transportation, fuel, and/or rations. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (h) Prepares a general statement about current maintenance capabilities. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (i) Lists overall status of all classes of supply and transportation assets of the FSB. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (j) Lists all assumptions based on the initial planning guidance. [ARTEP 63-005-MTP, Task 63-1-1006]
- 5) The FSB S1 section prepares paragraphs 1 and 2 of the personnel estimate. [ARTEP 63-005-MTP, Task 63-1-1005 and FM 63-20, pp. 6-2 through 6-4]

- a) The FSB S1 section determines personnel IR. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (1) Identifies IR by analyzing the commander's restated mission, analyses of the AO, and DISCOM personnel summaries. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (2) Follows TSOP policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (3) Identifies agencies or documents from which to acquire required information. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (4) Assesses the state of mental stress within the battalion.
- b) The FSB S1 section assembles required information. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (1) Coordinates tactical and intelligence IR with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (2) Coordinates logistical IR with S4 section. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (3) Extracts required information from current information holdings, such as S1 workbook SITMAPs, policy files, and journals. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (4) Requests additional IR from DISCOM S1 section. [ARTEP 63-005-MTP, Task 63-1-1005]
- c) The FSB S1 section drafts references and paragraph 1 of the personnel estimate, mission. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (1) Lists all maps, charts, or other documents required to understand the estimate. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (2) Transcribes the FSB commander's restated mission. [ARTEP 63-005-MTP, Task 63-1-1005]

- d) The FSB S1 section drafts paragraph 2 of the personnel estimate, the situation and considerations. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (1) Prepares brief summary based on the appropriate intelligence document. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (2) States the effects of the enemy situation and climate on personnel activities. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (3) Lists disposition of all tactical units that influence personnel activities. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (4) Lists disposition of logistics and HSS units and facilities that have an effect on the personnel situation. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (5) Lists projected logistics and HSS developments likely to influence personnel operations. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (6) Lists disposition of civil affairs units and facilities that have an effect on the personnel situation. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (7) Lists projected CMO developments likely to influence personnel operations. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (8) Prepares troop preparedness situation subparagraph addressing current personnel services status. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (a) Personnel strength. [AN]
 - (b) Key personnel status. [AN]
 - (c) Replacement projections. [AN]
 - (d) Personnel service asset locations and activities. [AN]

- 1 Mail. [AN]
 - 2 Finance. [AN]
 - 3 Personnel and administration center (PAC). [AN]
 - 4 Post exchange (PX) and personnel welfare items. [AN]
 - 5 Chaplain. [AN]
 - 6 Recreation services. [AN]
 - 7 Mortuary affairs. [AN]
- (9) Lists all assumptions based on initial planning guidance. [ARTEP 63-005-MTP, Task 63-1-1005]
- 6) The FSB support operations section prepares paragraphs 1 and 2 of the support operations estimate. [ARTEP 63-005-MTP, Task 63-1-1007]
- a) The FSB support operations section determines IR. [ARTEP 63-005-MTP, Task 63-1-1007]
- (1) Identifies IR by analyzing the commander's restated mission, analyses of the AO, and the division OPORD. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (2) Follows TSOP policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (3) Identifies agencies and documents from which to acquire required information. [ARTEP 63-005-MTP, Task 63-1-1007]
- b) The FSB support operations section assembles required information. [ARTEP 63-005-MTP, Task 63-1-1007]
- (1) Coordinates tactical and IR with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1007]

- (2) Coordinates personnel IR with S1 section. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (3) Extracts required information from current information holdings, such as the support operations section workbook, SITMAPs, policy files, and journals. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (4) Identifies tentative task organization of the maneuver brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (5) Requests additional IR from DMMC and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1007]
- c) The FSB support operations officer coordinates support planning with supported elements (Bde S4, TFs' HHC commanders, and representatives of other supported units located in the BSA). [STP 21-II-MQS, 03-9001.13-0001; ARTEP 63-005-MTP, Task 63-1-1001]
- (1) Provides current capabilities and limitations of the FSB. [ARTEP 63-005-MTP, Task 63-1-1001]
 - (a) Volumes of storage facilities. [LL-CALL Newsletter No. 92-5, p. 1-2]
 - (b) Information on current materiel stocks in the FSB. [LL-CALL Newsletter No. 92-5, p. 1-2]
 - (c) Inbound CL III, IV, and V stocks. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs]
 - (d) Projected 12/24/48 hour status of supplies resulting from the expected usage of consumable supplies and weapon systems, based on previous consumption and attrition rates for similar missions. [LL-CALL Newsletter No. 92-5, Nov 92, p. 1-2.]
 - (e) Known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-216-MTP, Task 63-1-1013/1e]
 - (f) Sources of CL IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9]

- (g) Current and projected status and capabilities of services (e.g., clothing, mortuary affairs, bath, laundry, trash collection). [CGSC Text 101-6, p. 1-8; FM 63-3, p. A-6]
- (h) Current combat power, 12/24/48 hour projections based on results of most recent daily logistics meetings. [FN-NTC CSS OCs]
- (2) Provides estimated degradation of support for various threat and MOPP levels; e.g., how will support be affected if the FSB is in a MOPP 3 status? [ARTEP 63-005-MTP, Task 63-1-1001]
- (3) Provides resolutions for logistical shortfalls. [ARTEP 63-005-MTP, Task 63-1-1001]
- (4) Identifies specific force and structure to be supported, to include tentative augmentations. [ARTEP 63-005-MTP, Task 63-1-1001]
- (5) Identifies projected location of the proposed support sites (e.g., BSA, FLEs, field trains, AXP, LRP, etc.) [ARTEP 63-005-MTP, Task 63-1-1001]
- (6) Identifies estimated times for deployment of battalion and other units. [ARTEP 63-005-MTP, Task 63-1-1001]
- (7) Identifies potential march routes and equipment and personnel requirements for conducting ROM operations.
- (8) Identifies host nation (HN) support requirements.
- d) The FSB support operations section drafts references and paragraph 1 of the support operations estimate, mission. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (1) Lists all maps, charts, or other documents required to understand the estimate. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (2) Lists the FSB commander's restated mission. [ARTEP 63-005-MTP, Task 63-1-1007]

- e) The FSB support operation section drafts paragraph 2 of the support operations estimate (which is concerned with providing DS logistical support to the supported brigade), the situation and considerations. Includes: [ARTEP 63-005-MTP, Task 63-1-1007]
- (1) Brief intelligence summary with appropriate references. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (2) Effects of the characteristics of the AO on providing DS logistics and HSS to the supported brigade, and mission accomplishment. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (3) Effects of the intelligence situation on providing DS logistics and HSS to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (4) Disposition of all combat and combat support (CS) units that influence logistics and HSS activities which pertain to providing DS logistics to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (5) COAs provided by the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (6) Disposition of all CSS units and installations that have an effect on providing DS logistics and HSS to the supported brigade; e.g., availability of corps air and/or ground ambulance platoon, additional tankers from the MSB or corps support group. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (7) Projected developments within the personnel and internal logistics field likely to influence external support operations (e.g., availability of personnel replacements, MOSs, and operational readiness rate of critical equipment). [ARTEP 63-005-MTP, Task 63-1-1007]
 - (8) Disposition of CMO operations that have an effect on the logistics and HSS situation as they pertain to providing logistical support to the supported brigade; e.g., availability of supplies, services (to include transportation), and facilities which could be contracted. [ARTEP 63-005-MTP, Task 63-1-1007]

- (9) Developments within the CMO field likely to influence logistics and HSS operations in support of the supported brigade (e.g., a refugee situation which could clog the MSR and ASR thereby hindering resupply operations). [ARTEP 63-005-MTP, Task 63-1-1007]
 - (10) Overall status of FSB maintenance capabilities and any shortfalls that may impact on maintenance support operations in support of the supported brigade (e.g., availability of essential test and diagnosis equipment). [ARTEP 63-005-MTP, Task 63-1-1007]
 - (11) Overall status of classes of division and FSB supply and any anticipated problems in providing support to the supported brigade; e.g., CL V restriction stated in the CSR or command controlled items such as M1s and M2s. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (12) Current status of field services to include capabilities and problems anticipated in providing support to the supported brigade (e.g., GRREG capabilities). [ARTEP 63-005-MTP, Task 63-1-1007]
 - (13) Current status of transportation system to include capabilities, problems, transport distances, highway and trafficability conditions which could impact on the FSB's ability to provide support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (14) Current situation, status, and restrictions on the use HN labor assets as they pertain to providing support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (15) Assumptions based on the initial planning guidance. [ARTEP 63-005-MTP, Task 63-1-1007]
- 7) The FSB S2/3 develops the command, control, and communications estimate. [ARTEP 63-005-MTP, Task 63-1-1008]
- a) The FSB S2/3 identifies current communications status. [FM 63-20, Chap 6]

- (1) Secure and nonsecure radio communications capability. [AN]
 - (2) Retransmission capability. [AN]
 - (3) Land line capability. [AN]
 - (4) Satellite communications capability. [AN]
 - (5) Communications links with higher and adjacent units. [AN]
- b) The FSB S2/3 develops the current command/control status. [FM 63-20, Chap 6]
- (1) Location of CPs. [AN]
 - (a) Brigade TOC. [AN]
 - (b) DISCOM CP. [AN]
 - (c) FSB CP. [AN]
 - (d) Field Trains CPs. [AN]
 - (e) Adjacent unit CPs. [AN]
 - (2) The FSB XO or S2/3 assesses command, control, and communications (C3) capability to support FSB/BSA operations. [AN]
- c) The FSB S2/3 section prepares paragraphs 1 and 2 of the C3 estimate. [ARTEP 63-005-MTP, Task 63-1-1008]
- (1) Conducts a map reconnaissance to identify communication limitations; e.g., to determine if terrain features will degrade communications or if site distances pose a problem in maintaining communications. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (2) Lists current status of all FSB communication equipment. [ARTEP 63-005-MTP, Task 63-1-1008]

- (3) Lists terrain factors that may affect communication compatibility or vulnerability. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (4) Lists communications factors that may be affected by the terrain, enemy disposition and strength, enemy capabilities, operating distances, or interference by other friendly unit communications activities (e.g., weather conditions, interoperability of equipment, maintenance status of equipment, enemy jamming, and/or monitoring capabilities). [ARTEP 63-005-MTP, Task 63-1-1008]
 - (5) Coordinates with the S4 section for the status of incoming communications equipment (e.g., status of requisitions for new or replacement equipment). [ARTEP 63-005-MTP, Task 63-1-1008]
 - (6) Coordinates with the S4 to identify the status of all non-operational equipment. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (7) Lists methods to eliminate or compensate for all deficiencies. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (8) Forwards C3 estimate to S2/3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1008]
- d. As required, the FSB commander employs the time-constrained MDMP by: [AN]
- 1) Focusing the staff on developing estimates by giving specific guidance on the information desired; e.g.:
 - a) Time constraints.
 - b) Steps/factors not to consider.
 - c) Status of critical supplies which are mission dependent, e.g.:
 - (1) CL III and V in offensive operations.
 - (2) CL IV and V in defensive operations.
 - d) Status of road networks and transportation assets.

- 2) Directing the staff to prepare oral versus written estimates.
7. **The forward support battalion commander and staff develop course(s) of action.**
[ARTEP 63-005-MTP; FM 101-5, Chap 4; FM 63-20]
- a. If the FSB commander did not attend the supported brigade's COA development and war-gaming session, he is debriefed by the officer sent in his place (support operations officer or S2/3) and by the medical company commander (brigade surgeon) (face-to-face or via mobile subscriber equipment) concerning: [AN]
 - 1) Selected brigade COA (which becomes the basis for developing the FSB's COA).
 - 2) Notes from the supported brigade's war-gaming which are used to develop the FSB's COA.
 - b. The FSB commander provides guidance to the staff which facilitates COA development. The guidance ranges from: [FM 101-5, p. 4-26]
 - 1) Requirement for two or more staff-developed COAs. [AN]
 - 2) Requirement for only one staff-developed COA. [AN]
 - 3) The development of only FSB commander-directed COA(s). [AN]
 - c. The FSB commander develops one or more COAs, alone or in conjunction with the FSB staff, that identify a plan that would accomplish the mission assigned the FSB. [FM 101-5, p. E-1]
 - d. The FSB XO ensures that the staff remains focused on the commander's guidance during the COA development. [FM 101-5, p. 4-26 and App E, p. E-3]
 - e. The FSB XO supervises the staff development of COAs that consider: [CGSC Student Text 101-5, p. 3-1]
 - 1) The selected brigade COA and war-gaming notes.
 - 2) The FSB's mission.
 - 3) The DISCOM and brigade commander's intents and guidance.
 - 4) The FSB commander's guidance.
 - 5) The brigade's task organization.

- 6) The DISCOM and brigade CCIR.
- f. In the absence of the FSB XO, the FSB S2/3 (with guidance from the FSB XO) leads the staff through COA development and selects feasible COAs. [FM 101-5, p. 4-46, E-3; ARTEP 63-005-MTP, Task 63-1-1003]
- 1) Identifies specific guidance from the FSB commander and supported brigade's selected COA and war-gaming notes. [ARTEP 63-005-MTP, Task 63-1-1003]
 - 2) Lists schemes of support that sustain supported units in the BSA. [ARTEP 63-005-MTP, Task 63-1-1003]
 - 3) Assigns tentative missions consistent with a specific subordinate element's capability. [ARTEP 63-005-MTP, Task 63-1-1003]
 - 4) Directs BSA route and area reconnaissance activities. [ARTEP 63-005-MTP, Task 63-1-1010]
 - 5) Lists a minimum of two feasible COAs. [ARTEP 63-005-MTP, Task 63-1-1003]
 - 6) The FSB S1 and the FSB S4 identify personnel and logistics COAs which can support the scheme of operations identified by each S2/3 COA from an internal FSB perspective. [AN]
 - 7) The FSB support operations officer identifies logistics COAs which can provide logistical support to the supported brigade for each COA identified by the FSB S2/3. [AN]
 - 8) The FSB S2/3 chemical NCO identifies NBC COAs which can support the scheme of operations identified by each S2/3 COA. [AN]
 - 9) The FSB S2/3 intelligence NCO develops threat COA for each friendly COA being considered. [AN]
- g. The FSB XO ensures that all COAs retained for war-gaming are identified in sketch format and are prepared for use during war-gaming.
- h. Either the FSB XO or the FSB S2/3 briefs the FSB commander on selected COAs for approval or revision. [ARTEP 63-005-MTP, Task 63-1-1003]

- i. The FSB S2/3 selects a method for providing the various staff members with an outline of the selected COAs. Choices are: [ARTEP 63-005-MTP, Task 63-1-1003]
 - 1) Posting COAs on butcher paper or some other display in the TOC. [AN]
 - 2) Transcribing notes listing the selected COAs. [AN]
- j. The FSB commander, when employing the MDMP in a time-constrained environment may: [FM 101-5, p. 4-44]
 - 1) Limit the number of COAs to be considered.
 - 2) Give the staff a specific COA or specific guidance on how to develop COA.
 - 3) Develop the COA(s) alone.
 - 4) Remain with the staff and participate in developing the COA(s).
- 8. **The forward support battalion commander and staff analyze course(s) of action.** [ARTEP 63-005-MTP, Task Numbers 63-1-1003 and 63-1-1012; FM 8-55, Chap 3 and 4; FM 101-5, Chap 4, F-27. C-44/45; CGSC ST 101-5, 101-6; LL-CALL Newsletter No. 92-5, p. 2, 5, 8, 9]
 - a. The FSB commander, the FSB XO, or the FSB S2/3, presides over the war-gaming of each selected COA; war-gaming incorporates the following: [FM 101-5, p. 4-26]
 - 1) War game each COA against: [AN]
 - a) Supported brigade and DISCOM commanders' intents. [AN]
 - b) Probable enemy activities impacting on BSA elements operating in the BSA or forward of the BSA in support of the mission. [AN]
 - c) Selected brigade COA. [AN]
 - 2) The entire staff is present. [AN]
 - 3) Staff has current estimates for their areas of responsibility. [AN]
 - 4) War game notes are maintained for use in developing the OPORD. (A synchronization matrix best captions this.) [AN]

- 5) Advantages and disadvantages of each COA are listed as they become obvious. [AN]
- 6) Each staff member actively participates in war-gaming. [AN]
- 7) All participants remain unbiased. [AN]
- 8) All participants avoid drawing premature conclusions. [AN]
- 9) COAs are not compared with each other. [AN]
- 10) There is continual assessment of suitability, feasibility, and acceptability of COAs; analysis is stopped if COA becomes unfeasible. The FSB commander can perform the analysis by himself or with staff assistance. [FM 101-5, p. 4-51]
 - a) Suitability aspect considers:
 - (1) Does new concept accomplish the FSB mission?
 - (2) Does new concept meet brigade and DISCOM commander's intent?
 - (3) Does the plan meet the FSB commander's intent and desired endstate?
 - b) Feasibility aspect considers:
 - (1) Time: is there time to execute the plan(s) as designed?
 - (2) Means: does the FSB have the means to execute the plan(s) as designed?
 - c) Acceptability aspect considers whether concept:
 - (1) Achieves the desired endstate.
 - (2) Can be conducted within acceptable costs/risks.
- b. The FSB staff has planning factors and techniques for the computation of resources expected to be consumed during the mission (e.g., CL III, V, and VII) and should conduct the war game following these steps, paying particular

attention to DS logistical support requirements: [AN; FM 101-5, or CGSC ST 101-5]

- 1) Gather planning factors (consumption rates, casualty rates, etc.) [AN]
- 2) List all friendly forces available to provide CSS support to the supported brigade. [AN]
- 3) List any assumptions which are necessary to proceed with COA analysis. [AN]
- 4) List situations which could impact on the FSB's provision of DS logistical support to the supported brigade, and requirements, critical events, and decision points (DPs) which have to be met in order for the FSB to provide DS logistical support to the supported brigade. [AN]
- 5) Select the war-gaming method. [AN]
- 6) Select a technique to record and display war game results. [AN]
- 7) War game the battle and develop FSB requirements that must be met for the FSB to provide DS logistical support to the supported brigade while providing for force protection of FSB personnel and CSS assets. [AN]

c. The FSB commander and key staff (e.g., XO, S2/3, and support operations officer) determine acceptable levels of risk for FSB personnel and CSS assets based on each COA selected, following these steps: [FM 101-5, p. 4-31]

- 1) Identify hazards which pose a threat to FSB personnel and CSS assets, and identify major events to be supported.
- 2) Assess hazards which pose a threat to CSS personnel and CSS assets, and the potential extent of the hazards.
- 3) Make risk decision to proceed as planned or to advise the brigade commander that the FSB can't provide support without assistance (e.g., brigade combat power where force protection risk is unacceptable, or additional CSS assets if it is deemed there is a CSS shortfall which can't be resolved with the DISCOM), or that the brigade commander must accept risk to the CSS supportability of his plan.
- 4) Implement controls for providing support throughout the various phases of the battle (which will become input to the DST).

- d. When war-gaming identifies additional required information, or if information is unclear, the responsible staff officer obtains needed information. [AN]
- e. The FSB XO ensures that the following are determined for each COA during the war-gaming (as it pertains to internal FSB operations and functions): [FM 101-5, p. 4-29 and F-19]
 - 1) Intelligence.
 - a) Possible enemy activity or climatic conditions which could interfere with DS logistical operations in support of the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1003]
 - b) Possible enemy activity which could pose a threat to the BSA survival. [ARTEP 63-005-MTP, Task 63-1-1003]
 - c) NAIs which would lead the commander to determine that an enemy action may pose an unacceptable threat to BSA personnel and/or CSS assets. [AN]
 - d) Indicators of enemy use of artillery against the BSA which may pose an unacceptable threat to BSA personnel and/or CSS assets. [AN]
 - e) Level of threat (Level I, II, or III) based upon analysis of brigade and DISCOM input from their IPB processes and INTSUMs. [ARTEP 63-005-MTP, Task 63-1-1003]
 - f) Potential targets in the BSA for enemy nuclear and chemical weapons. [ARTEP 63-005-MTP, Task 63-1-1012]
 - 2) Maneuver.
 - a) Integrated BSA defense. [FM 63-20, Chap 5]
 - b) Tactical combat force/brigade reserve location and availability. [FM 63-20, p. 5-12]
 - c) Positioning of critical rear area bases and base clusters to enable mutual support and enhance security. [AN]
 - (1) Position BSA away from main avenues of approach. [AN]
 - (2) Position BSA in easily defended area. [AN]

- (3) Position BSA near reserve location if feasible. [AN]
 - (4) Position BSA away from likely airborne or airmobile landing sites. [AN]
- d) BSA reaction force composition. [AN]
- e) Availability of brigade combat vehicles in the BSA which could be used in defense and the warning procedures to mobilize defense. [AN]
- f) Counter-reconnaissance requirements and capability of BSA personnel and MP assets to conduct counter-reconnaissance. [AN]
- g) MP support requirements. [AN]
 - (1) EPW evacuation and support. [FM 63-20, p. 6-5]
 - (2) Traffic control. [AN]
 - (3) Security. [FM 63-20, Chap 5]
- h) Potential attack helicopter support in the event of a level III threat. [AN]
- i) Procedures for implementing direct fires. [AN]
- j) Emergency displacement and equipment/documentation destruction. [FM 63-20, p. 5-12]
- 3) Fire support. [FM 63-20, pp. 5-9 and 6-5]
 - a) Preplanned targets. [FM 63-20, p. 5-9]
 - b) Observers, communications equipment, and procedures for calling for fires. [AN]
 - c) Critical fire zones. [AN]
 - d) Fire support for LOGPACs, LRPs, and AXPs. [AN]
- 4) Mobility-survivability (M/S). [AN]

- a) Likely times and areas for enemy or friendly NBC events. [AN]
 - b) Requirements for force protection (e.g., barriers, overhead cover, protection for 5,000 gallon tankers). [AN]
 - c) Initial deployment of NBC decontamination units. [AN]
 - d) MOPP. [AN]
 - e) Requirements for improving MSRs and ASRs. [AN]
 - f) Requirements for protection of CSS assets which are subject to weather damage (e.g., supplies stored in perishable boxes [such as meals ready to eat] and CL IX). [AN]
- 5) Air defense. [FM 63-20, Chap 5]
 - a) Air defense for the BSA. [AN]
 - b) Air defense for CSS elements operating outside of BSA (e.g., LRP activities). [AN]
 - c) Air defense for critical choke points and terrain features (e.g., bridges). [AN]
 - d) Air defense support and priorities. [FM 63-20, pp. 5-9, 5-10, and 6-5]
 - e) Requirements for air watch and alarm signals. [AN]
 - f) Requirements for passive air defense. [AN]
- 6) CSS (see task 8f below)
- f. The FSB XO ensures that the following are determined for each CSS COA during the war-gaming (as it pertains to the supported brigade) [FM 101-5, p. F-27, C-44]
 - 1) Additional CS and CSS capabilities required to provide CSS to the supported brigade. [AN]
 - a) Medical support requirements above and beyond the capability of the medical company to provide HSS to the supported brigade: [AN]

- (1) Casualty projections. [FM 8-55, Chap 3 and 4, FM 63-20, pp. 6-4 and 6-7]
- (2) Medical treatment and evacuation support. [ARTEP 63-005-MTP, Task Number 63-1-1011; FM 63-20, p. 6-6]
- b) Supply. [FM 101-5, p. C-45]
 - (1) Supply status projections by class of supply. [CGSC Text 101-6, p. 1-11]
 - (2) Critical shortfall of any classes of supply. [AN]
- c) Maintenance. [FM 101-5, p. C-45]
 - (1) Loss/maintenance projections. [CGSC Text 101-6, p. 1-11]
 - (2) Maintenance support requirements and priorities. [AN]
- d) Transportation requirements and priorities.
 - (1) Movement of Classes IV and V obstacle materials and engineer equipment to designated work sites or supply points by the required times.
 - (2) Potential to evacuate enemy material and personnel.
 - (3) Transportation to support anticipated surge requirements, such as: [AN]
 - (a) Movement of CL III to support unexpected success/pursuit of enemy. [AN]
 - (b) Movement and /or repositioning of CL IV, CL V, and engineer equipment to support hasty defense. [AN]
 - (c) Mass casualty situation. [AN]
 - (4) Availability of special equipment (e.g., HET). [CGSC Text 101-6, p. 1-11]

- 2) Other CSS requirements for providing support to the supported brigade:
[AN]
 - a) Critical classes of supply. [FM 63-20, p. 6-6]
 - b) Supply priorities. [FM 63-20, p. 6-6]
 - c) Maintenance support requirements and priorities. [FM 63-20, p. 6-6]
 - d) Transportation requirements and priorities. [FM 63-20, pp. 6-6 and 6-7]
- 3) Locations of prepositioned stocks to support the brigade battle; e.g., prepositioning of CL V for the artillery. [FM 63-20, p. 2-6]
- 4) On order movement of ATPs, which is normally predicated on the passage of a phase line or conducted in conjunction with retrograde operations. [FM 63-20, p. 2-6; AN]
- 5) Requirements for obstacle material to support the brigade's M/CM/S efforts. [AN]
- 6) Varieties and quantities of ammunition required for the brigade battle. [AN]
- 7) Reconstitution requirements for the supported brigade, if needed. [AN]
- 8) Location of potential landing zones (LZs) and drop zones (DZs). [FM 63-20, p. 2-9]
- 9) Aviation support for moving critical supplies in support of the brigade's forward elements. [FM 63-20, pp. 2-8 and 3-5]
- 10) Assessment of replacement operations (normally done in conjunction with the brigade S1). [AN]
- 11) LRP positioning to decrease the turn around times for task force CSS elements. [FM 63-20, p. 2-6; AN]
- 12) GRREG operations in support of the brigade battle. [FM 63-20, p. 7-4]
- 13) Constant comparison of required and available CSS capability to identify shortfalls and ways and means to eliminate or reduce the effect of these

- shortfalls (e.g., enemy resistance that is greater than expected will require greater expenditures of CL V than expected). [AN]
- 14) Additional support requirements for conducting ROM operations.
 - 15) HN requirements.
 - 16) Communication requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1011, FM 63-20, pp. 4-1, 5-2, and 6-5]
 - 17) What, if any, specific support actions will need to be conducted at night. [LL-CALL Newsletter No. 92-5, p. 8]
 - 18) Points in the battle when surge requirements are likely to be generated, such as: [AN]
 - a) Seizing objective at completion of attack (e.g., surge to reposition critical supplies for consolidation and reorganization or surge in CL III and CL V to support unexpected success/pursuit of enemy). [AN]
 - b) Initiation of hasty defense or mission change from offense to defense (e.g., surge in CL IV, CL V, and engineer equipment to support defense preparation). [AN]
 - c) Attack of prepared defensive position with major obstacles (e.g., potential surge in medical personnel, supplies, and facilities to support mass casualty situation). [AN]
 - 19) Tactical restrictions on CSS operations (e.g., terrain that cannot be used for logistics operations because it is occupied by a tactical unit, roads which are dedicated to a Bn TF's movement to the line of departure [LD] during a specific period and not available for use by logistical vehicles, weather conditions that prevent logistics operations in specific areas due to lack of trafficability). [LL-CALL Newsletter No. 88-3, p. 31]
 - 20) The required mix of CL IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9]
 - a) Wire, pickets, and associated equipment. [AN]
 - b) Mines. [LL-CALL Newsletter No. 92-5, p. 9]
 - c) Lumber. [LL-CALL Newsletter No. 92-5, p. 9]

- d) Concrete. [LL-CALL Newsletter No. 92-5, p. 9]
- 21) Analysis of time and space factors to provide responsive support, such as: [LL-CALL Newsletter No. 92-5, p. 2]
 - a) Priority of support. [LL-CALL Newsletter No. 92-5, p. 2]
 - b) Positioning for support. [LL-CALL Newsletter No. 92-5, p. 2]
 - c) Tempo of support (intensity of demand). [LL-CALL Newsletter No. 92-5, p. 2]
 - d) Timing of CSS actions to avoid lapses in support. [LL-CALL Newsletter No. 92-5, p. 5]
- g. By-products of the war game include:
 - 1) Overlay depicting combat power application.
 - 2) Event template.
 - 3) Initial DST.
 - 4) Tentative DPs.
 - 5) Branches and sequels to plan.
 - 6) CCIR.
 - 7) Operational risk assessment.
 - 8) Situations and locations with increased risk of fratricide.
 - 9) Synchronization matrix.
 - 10) Additional assets required; appropriate requests generated by the FSB staff.
 - 11) Information that staff officers require to prepare their portions of the OPORD (if that information hasn't come out of the war-gaming or is unclear, the responsible staff officer must aggressively pursue needed information).

- h. The FSB S2/3 section drafts paragraph 3 of the operations estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 1) Identifies the probable impact of each significant difficulty (e.g., operating in an area with bypassed enemy units) on the success of each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 2) Prepares a COA matrix showing the advantages and disadvantages of each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 3) Assigns probability of success to each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
- i. The FSB S4 section drafts paragraph 3 of the logistics estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1006]
 - 1) Calculates sufficiency of proposed area for internal logistics operations. [ARTEP 63-005-MTP, Task 63-1-1006]
 - 2) Lists logistics and tactical impact for each COA. [ARTEP 63-005-MTP, Task 63-1-1006]
- j. The FSB S1 section drafts paragraph 3 of the personnel estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1005]
 - 1) Lists all COAs provided by the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1005]
 - 2) Lists problem areas, trends, and deficiencies impacting on troop preparedness of each COA. [ARTEP 63-005-MTP, Task 63-1-1005]
- k. The FSB support operations section drafts paragraph 3 of the support operations estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1007]
 - 1) Calculates sufficiency of proposed AO for support operations to provide support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - 2) Calculates materiel and service requirements to arm, fuel, fix, and transport the supported brigade using FM 101-10-1. [ARTEP 63-005-MTP, Task 63-1-1007]
 - 3) Lists personnel situation and its impact for each COA as it pertains to providing support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]

- 4) Lists logistical and HSS deficiencies in providing DS logistical support to the supported brigade for each COA. [ARTEP 63-005-MTP, Task 63-1-1007]
- 5) Lists specific requirements for conducting ROM operations:
 - a) Number of potential routes of march on which to conduct ROM operations.
 - b) Number of ROM sites along each route of march.
 - c) Number of refuel points at each ROM site.
 - d) Estimated amount of fuel required at each ROM site.
 - e) Anticipated MP assistance at the ROM sites.
 - f) Anticipated air defense coverage required at each ROM site.
 - g) Anticipated communications requirements at each ROM site.
 - h) Anticipated maintenance and recovery requirements at each ROM site.
- 6) Calculates HN support requirements.
 1. The FSB battalion commander and staff identify risk to mission accomplishment and safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
 - 1) Identify specified and implied missions or tasks in operations plan (OPLAN) or OPORD. [ARTEP 63-005-MTP, Task 63-1-R326]
 - 2) Identify conditions which would jeopardize accomplishment of the specified and implied missions or tasks. [AN]
 - 3) Identify all safety risks to units and personnel associated with specified and implied missions or tasks. [ARTEP 63-005-MTP, Task 63-1-R326]
 - 4) Identify previous unsafe acts and corrective actions based on records. [ARTEP 63-005-MTP, Task 63-1-R326]
 - 5) Calculate projected loss of equipment and personnel from accidents. [ARTEP 63-005-MTP, Task 63-1-R326]

- 6) The FSB battalion commander and staff evaluate risk or safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
 - a) Identify all unwarranted risks. [ARTEP 63-005-MTP, Task 63-1-R326]
 - b) Describe operations in terms of risk levels (high, medium, low). [ARTEP 63-005-MTP, Task 63-1-R326]
 - c) Compare identified risk to the commander's acceptable level of risks. [ARTEP 63-005-MTP, Task 63-1-R326]
 - d) Compare costs of measures to reduce or eliminate risk to impact on mission accomplishment. [ARTEP 63-005-MTP, Task 63-1-R326]
 - m. The FSB XO ensures that the staff's war-gaming notes are complete and accurate. [AN]
9. **The forward support battalion staff compares courses of action.** [ARTEP 63-005-MTP, Task 63-1-1008; FM 101-5, Chap 4]
- a. The FSB XO or S2/3 supervise comparisons of COA by the staff. He ensures: [FM 101-5, p. 4-32; AN]
 - 1) Use of the commander's previous guidance on comparison criteria. [AN]
 - 2) Designation of criteria and weighting selected to build a decision matrix. [AN]
 - 3) Selection of COA for recommendation to commander. [AN]
 - 4) Briefing to the FSB commander on the results of COA comparison. [AN]
 - b. Each FSB staff officer prepares a COA decision matrix for his own BOS/area of responsibility and: [FM 101-5, p. 4-32]
 - 1) The FSB S1 section drafts paragraph 4 of the personnel estimate, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1005]
 - a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the personnel mission. [ARTEP 63-005-MTP, Task 63-1-1005]

- b) Conducts comparative analysis of each COA, to include methods of overcoming deficiencies and modifications required on each COA. [ARTEP 63-005-MTP, Task 63-1-1005]
 - c) Identifies the COA which can best be supported from the personnel standpoint.
- 2) The FSB S4 section drafts paragraph 4 of the logistics estimate, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1006]
 - a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the internal logistics mission. [ARTEP 63-005-MTP, Task 63-1-1006]
 - b) Conducts comparative analysis of each COA. Analysis includes methods and modifications for overcoming deficiencies in each COA. [ARTEP 63-005-MTP, Task 63-1-1006]
 - c) Identifies the COA that best supports the brigade operation from the logistical point of view.
- 3) The FSB S2/3 section drafts paragraph 4 of the operations estimate, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the force protection and overall battalion operations.
 - b) Conducts comparative analysis of each COA. Analysis includes methods and modifications for overcoming deficiencies in each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
 - c) Identifies the best COA to the commander from the operations standpoint.
- 4) The FSB support operations section drafts paragraph 4, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1007]
 - a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the support mission to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - b) Conducts comparative analysis of each COA, to include methods of overcoming deficiencies or modifications required in each COA

as it pertains to the ability of the FSB to provide DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]

- 5) The FSB S1 section drafts paragraph 5 of the personnel estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1005]
 - a) States supportability of the mission from a personnel viewpoint. [ARTEP 63-005-MTP, Task 63-1-1005]
 - b) Lists major personnel deficiencies that must be brought to commander's attention. [ARTEP 63-005-MTP, Task 63-1-1005]
 - c) Recommends specific methods of eliminating or reducing the effects of these major deficiencies. [ARTEP 63-005-MTP, Task 63-1-1005]
 - d) Identifies the COA that can be supported from the personnel standpoint. [ARTEP 63-005-MTP, Task 63-1-1005]
- 6) The FSB S1 approves the personnel estimate. [ARTEP 63-005-MTP, Task 63-1-1005]
 - a) Verifies content for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1005]
 - b) Presents estimate to commander or XO and staff (oral or written). [ARTEP 63-005-MTP, Task 63-1-1005]
- 7) The FSB S1 section distributes the personnel estimate to other staff sections. [ARTEP 63-005-MTP, Task 63-1-1005]
- 8) The FSB S2/3 section drafts paragraph 5 of the operations estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) States supportability of mission from a force protection and operations viewpoint. [ARTEP 63-005-MTP, Task 63-1-1008]
 - b) Identifies the best COA that can be supported from a force protection and operations standpoint. [ARTEP 63-005-MTP, Task 63-1-1008]

- 9) FSB S2/3 section distributes supporting commander's (operations) estimate. [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) Forwards estimate to S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1008]
 - b) Forwards estimate to other FSB staff sections for review and/or comments. [ARTEP 63-005-MTP, Task 63-1-1008]
- 10) The FSB S4 section drafts paragraph 5 of the logistics estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1006]
 - a) States supportability of mission from a internal logistics viewpoint. [ARTEP 63-005-MTP, Task 63-1-1006]
 - b) Identifies the best COA that can be supported from an internal logistics standpoint. [ARTEP 63-005-MTP, Task 63-1-1006]
- 11) The FSB S4 approves logistics estimate. [ARTEP 63-005-MTP, Task 63-1-1006]
 - a) Verifies content for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1006]
 - b) Presents estimate to commander or XO and staff (oral or written). [ARTEP 63-005-MTP, Task 63-1-1006]
- 12) The FSB S4 section distributes the logistics estimate to other staff sections. [ARTEP 63-005-MTP, Task 63-1-1006]
- 13) The FSB support operations section drafts paragraph 5 of the support operations estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1007]
 - a) States supportability of mission from an external logistics (providing logistical support to the supported brigade) and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1007]
 - b) Identifies the best COA that can be supported from an external logistics (providing logistical support to the supported brigade) and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1007]
- 14) The FSB support operations officer approves the support operations estimate. [ARTEP 63-005-MTP, Task 63-1-1007]

- a) Verifies content for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1007]
 - b) Presents estimate to commander, XO, and staff (oral or written). [ARTEP 63-005-MTP, Task 63-1-1007]
- 15) The FSB support operations section distributes the support operations estimate to other staff sections and to: [ARTEP 63-005-MTP, Task 63-1-1007]
 - a) The brigade S4. [AN]
 - b) The DISCOM SPO. [AN]
- c. The FSB XO leads the staff process to select a COA for recommendation to the FSB commander. [FM 101-5, p. F-38]
 - 1) The FSB XO/S2/3 develops a weighted COA decision matrix and recommends the COA that best supports the brigade operation from the communications standpoint. [AN]
 - a) Rates each selected COA. [AN]
 - b) Selects COA to recommend to the FSB commander. [AN]
 - 2) Resolves differences in conclusions concerning recommended COA before the commander is briefed. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 3) Selects COA that maximizes the operation and minimizes the risk. [ARTEP 63-005-MTP, Task 63-1-R326]
- d. The FSB XO or FSB S2/3 briefs the FSB commander on the results of the COA comparison. [ARTEP 63-005-MTP, Task 63-1-1008]
- e. Once the FSB commander has selected the COA to be employed, the XO leads the staff in war-gaming branches of the COA selected. [CGSC Student Text 101-5, p. 4-32]
- f. The FSB commander and staff plan measures to mitigate risks. [ARTEP 63-005-MTP, Task 63-1-R326]
 - 1) Mission accomplishment.

- 2) Safety of personnel, equipment, and supplies.
- g. The FSB commander directs comparison of COAs during the MDMP in a time-constrained environment and: [FM 101-5, p. 4-42]
 - 1) Uses generic COA decision/comparison matrices to save time. [AN]
 - 2) Reduces the number of comparison criteria. [AN]
10. **The forward support battalion commander announces decision.** [ARTEP 63-005-MTP, Task 63-1-1008; FM 101-5, Chap 4]
 - a. The FSB commander selects the COA (modified as necessary) that the battalion will follow based on: [FM 101-5, Chap 4, p. 4-33]
 - 1) His experience.
 - 2) His trust and confidence in the command and unit capabilities. [AN]
 - 3) His estimate of the situation. [AN]
 - 4) The COA's inherent flexibility. [AN]
 - 5) Risk acceptance. [AN]
 - 6) Meeting the intents and endstates of brigade and DISCOM commanders. [AN]
 - b. The FSB commander's intent and desired endstate are written by the commander. [AN]
 - c. The FSB commander provides a decision and concept of operations. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 1) Modifies staff recommendations, if required. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 2) Provides guidance for a new COA, if required. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 3) Approves staff recommendations. [ARTEP 63-005-MTP, Task 63-1-1008]

- 4) Translates the COA selected into a statement of what the command is to do in the elements of, "who," "what," "when," "where," and "why." [ARTEP 63-005-MTP, Task 63-1-1008]
- 5) The FSB commander directs the FSB XO or S2/3 to issue WARNO to subordinate elements with the following minimum information: [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) Mission.
 - b) Time of execution.
 - c) Earliest time of movement.
 - d) Time and location of FSB OPORD issue.
 - e) Time check.
- d. The FSB support operations officer provides information relative to the brigade order and annexes to the brigade S1 and S4 for inclusion in the brigade order and annexes. [FM 63-20, Chaps 3 and 6]
- e. The FSB XO forwards staff reports concerning limitations and constraints on the support mission and the protection of bases in the BSA to the brigade S3 and DISCOM SPO sections. [ARTEP 63-005-MTP, Task 63-1-1011]
- f. The FSB XO forwards approved site selections to DISCOM SPO, brigade main CP, FSB staff, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1011]
- g. The FSB commander and staff continuously assess the risks to mission accomplishment, personnel, and equipment.
- h. The FSB commander, using the MDMP in a time-constrained environment, announces his decision with the same precision, completeness, and clarity as in a more deliberate process. [FM 101-5, Chap 4, p. 4-44]
11. **The forward support battalion staff prepares an operations order.** [ARTEP 63-005-MTP, Task Numbers 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051 and 63-1-R326; FM 101-5, Chap 4, Annex H, CGSC Text 101-6, p. 1-24/25, LL CALL Newsletter No. 94-2, p. II-4, 92-5, pp. 8, 9]
 - a. The FSB commander, or his designated representative, is present at the times the brigade and DISCOM OPORDs are issued. The FSB XO and staff conduct a

quick mission relook of the brigade and DISCOM OPORD prior to finalizing the FSB OPORD. The brigade surgeon (medical company commander) provides any additional relevant input derived from the brigade planning process prior to departing the brigade TOC. Upon receipt of the brigade and DISCOM OPORDs, the staff will carefully review the respective orders to determine what modifications they need to make in the FSB orders development process. [AN]

- b. The FSB staff, under the supervision of the FSB XO, develops and issues a WARNO that includes critical information based on results of COA analysis and commander's decision. The WARNO: [Lessons Learned, NTC Observer Controller Comments; FM 101-5, p. 4-74]

- 1) Initiates R&S operations in the BSA and surrounding AI. [AN]
- 2) Outlines logistical support concept for the next operation. [AN]
- 3) Addresses special requirements to particular units. [AN]
- 4) Outlines the CCIR. [AN]
- 5) Updates enemy situation. [AN]
- 6) Initiates movement, if required. [AN]
- 7) Updates the timeline for orders preparation and implementation. [AN]
- 8) Specifies tasks to units. [AN]
- 9) Provides the FSB mission statement. [AN]
- 10) Provides the FSB commander's intent. [AN]
- 11) Provides minimal control measures. [AN]

- c. The FSB staff, under the supervision of the FSB XO, converts the war-gaming notes and commander's guidance into a written order. [FM 101-5, p. 4-35]

- 1) The FSB XO ensures that specific actions taken include:
 - a) The FSB S2/3 section lists references and time zone used. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (1) Identifies maps, charts, sketches, or other documents used in the preparation of and required for complete

understanding of FSB OPLAN. [ARTEP 63-005-MTP, Task 63-1-1009]

- (2) Transcribes time zone consistent with DISCOM and maneuver brigade OPLANs. [ARTEP 63-005-MTP, Task 63-1-1009]
- b) The FSB S2/3 and support operations sections prepare paragraph 1 of the FSB OPORD, situation. [ARTEP 63-005-MTP, Task 63-1-1009]
- (1) List composition, disposition, location, estimated strength, identification, and capabilities of enemy forces that have influence on FSB support operations. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (2) List, in order, by higher, adjacent, supporting, and reinforcing friendly forces that influence FSB operations. List consists of units not previously named in the task organization. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (3) List commander's assumptions that may exist at the time the FSB OPLAN becomes an FSB OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
- c) The FSB S2/3 section prepares paragraph 2 of the FSB OPORD, mission. [ARTEP 63-005-MTP, Task 63-1-1009]
- (1) States tasks to be accomplished that address the elements of "who," "what," "when," "why," and "where." [ARTEP 63-005-MTP, Task 63-1-1009]
 - (2) States the mission based on the analysis and the commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1009]
- d) The FSB S2/3 section prepares paragraph 3 of the FSB OPORD, execution. [ARTEP 63-005-MTP, Task 63-1-1009]
- (1) States the commander's intent in sufficient detail to ensure appropriate actions by subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1009]

- (2) States the commander's concept of operations for execution of support mission from start to finish. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (3) Lists the scheme of support that includes placement, movement, and primary mission of each subordinate element. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (4) Lists all details of coordination and control applicable to two or more elements of the command, including troop safety measures, MOPP levels, and restriction on use of chemical weapons. [ARTEP 63-005-MTP, Task 63-1-1009]
- e) The FSB support operations, S1, and S4 sections prepare paragraph 4 of the FSB OPORD, service support. [ARTEP 63-005-MTP, Task 63-1-1009]
- (1) Update battle rosters and personnel status charts to reflect new task organization (S1). [ARTEP 63-005-MTP, Task 63-1-1009]
 - (2) Develop estimates of injured, sick, and wounded rates (S1). [ARTEP 63-005-MTP, Task 63-1-1009]
 - (3) Provide "personnel" portion of paragraph 4, service support (S1). [ARTEP 63-005-MTP, Task 63-1-1009]
 - (4) Provide logistics and HSS instructions and arrangements that support the operations and are of primary interest to subordinate units (S4). [ARTEP 63-005-MTP, Task 63-1-1009]
 - (5) Provide reference to DISCOM service support paragraph in lieu of rewriting lengthy text when all necessary details are included in the DISCOM service support paragraph (S4). [ARTEP 63-005-MTP, Task 63-1-1009]
- f) The FSB S2/3 section prepares paragraph 5 of the FSB OPORD, command and signal. [ARTEP 63-005-MTP, Task 63-1-1009]
- (1) Lists locations of the FSB CP and alternate CP; identifies liaison requirements different than those stated in TSOP. [ARTEP 63-005-MTP, Task 63-1-1009]

- (2) Lists all signal information, including index of the effective signal operating instructions (SOI), and instructions on the use of radio, pyrotechnics, or restriction on the employment of communications. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (3) Provides acknowledgment instructions, commander's signature block, authentication section, and distribution instructions. [ARTEP 63-005-MTP, Task 63-1-1009]
- 2) The FSB S2/3 section prepares the task organization annex of the FSB OPOD if used. Lists each assigned or attached unit, its tentative location, and approximate time of attachment. [ARTEP 63-005-MTP, Task 63-1-1009]
- 3) The FSB S2/3 intelligence NCO prepares the intelligence annex to include: [ARTEP 63-005-MTP, Task 63-1-1009]
 - a) Summary of enemy situation. [AN]
 - b) Intelligence collection and acquisition. [AN]
 - (1) Orders to subordinate and attached units. [AN]
 - (2) Requests to the brigade and DISCOM headquarters. [AN]
 - c) Measures for handling EPW personnel, documents, and materiel if different from FSB TSOP. [AN]
 - d) Appropriate portions of the security plan from the FSB OPOD. [AN]
 - e) Appendices as required. [AN]
- 4) The FSB S2/3 Intelligence NCO provides intelligence input to the FSB OPSEC annex. [AN]
- 5) The FSB S2/3 section prepares a brigade operations overlay for the FSB OPOD. [ARTEP 63-005-MTP, Task 63-1-1009]
 - a) States map reference data, effective date, and purpose of the overlay. [ARTEP 63-005-MTP, Task 63-1-1009]

- b) Lists classification markings and downgrading instructions, if applicable. [ARTEP 63-005-MTP, Task 63-1-1009]
 - c) Applies overlay plotting techniques outlined in FM 21-31. [ARTEP 63-005-MTP, Task 63-1-1009]
 - d) Plots boundaries, supporting, supported, and subordinate units' locations within 50 meters of actual locations. [ARTEP 63-005-MTP, Task 63-1-1009]
 - e) Affixes graphic portrayal of axis of advance, supply routes, and all unit locations. [ARTEP 63-005-MTP, Task 63-1-1009]
 - f) Forwards operations overlay to the FSB S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1009]
- 6) The FSB S2/3 section prepares the direct and indirect fire plan/annex for BSA and CSS activities. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) The FSB S2/3 ensures that the plan:
 - (1) Identifies boundaries as assigned by the brigade S2/3. [ARTEP 63-005-MTP, Task 63-1-1014]
 - (2) Identifies probable enemy avenues of approach and their effect on the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - (3) Assigns boundaries to all subordinate companies and elements in the BSA. Boundaries are based on number of personnel assigned, types of weapon systems, and mission of the element. [ARTEP 63-005-MTP, Task 63-1-1014]
 - (4) Identifies weapon systems that are available to the FSB in coordination with the division RCPOC and brigade S3. [ARTEP 63-005-MTP, Task 63-1-1014]
 - (5) Identifies probable engagement areas. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Selects target reference points in coordination with designated fire support element (FSE). [ARTEP 63-005-MTP, Task 63-1-1014]

- c) Coordinates with the brigade fire support section on the target list. Develops fire support request and coordination measures in coordination with designated FSE. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Includes the fire support information addressed in the FSB OPOD (e.g., fire support coordinating instructions). [FM 6-20-40, p. C-8; FM 6-20-50, p. E-6; FM 101-5, p. H-72]
- 7) The FSB S2/3 section prepares the mobility and survivability annex for the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - a) Identifies all obstacle constraints and restrictions in the division or brigade operations plans (OPLAN). [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Identifies all possible obstacle locations and type of obstacles. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Identifies all available obstacle assets. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Coordinates additional support requirements with DISCOM SPO and supporting engineer element in the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
- 8) The FSB S2/3 section prepares the air defense plan/annex. [ARTEP 63-005-MTP, Task 63-1-1014]
 - a) Identifies the probable air avenues of approach. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Identifies all established air defense policies and procedures in the brigade OPLAN and FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Establishes air defense priorities for designated areas and facilities in coordination with brigade S2/3 and supporting air defense element in the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Establishes air defense assistance coordination measures. [ARTEP 63-005-MTP, Task 63-1-1014]

- e) Establishes air defense warning signals, if different than those set forth in TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
- 9) The FSB S2/3 section prepares the C3 plan/annex. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Develops intra-base cluster communications plan that encompasses all units located within the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Develops external communications plan that facilitates the brigade S2/3, DISCOM SPO, and the division RCPOC. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Designates rear operations call signs, frequencies, and procedures. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Coordinates overall communications plan with supporting signal element and RCPOC. [ARTEP 63-005-MTP, Task 63-1-1014]
 - e) Establishes a message system with runners as a backup communications system. [ARTEP 63-005-MTP, Task 63-1-1014]
- 10) The FSB S2/3 section prepares the rear operations annex. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Consolidates input into appropriate format in accordance with FM 101-5 and TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Coordinates ADC plans and procedures with the supporting MP element and brigade S3. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Coordinates draft rear operations annex with all other FSB staff sections. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Forwards draft rear operations annex to S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1014]
 - e) Distributes annex to all appropriate FSB staff and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11) The FSB S4 section prepares the logistics annex (internal) in coordination with the S1 section. [ARTEP 63-005-MTP, Task 63-1-1014]

- a) Calculates tentative logistics requirements for response force and external reaction forces. [ARTEP 63-005-MTP, Task 63-1-1014]
- b) Designates responsibility for resupply of equipment and supplies to subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1014]
- c) Coordinates medical treatment and evacuation plan with the medical company. [ARTEP 63-005-MTP, Task 63-1-1014]
- d) Prepares CSS overlay with CSS execution matrix, ensuring:
 - (1) The overlay and matrix are complete and the matrix: [LL-CALL Newsletter No. 94-2, p. II-4]
 - (a) Fits on one page. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (b) Lists all classes of supply, maintenance, and services. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (c) Covers a minimum of the next 24 hours. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (d) Provides grid locations for LRPs, ROM sites, etc. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (e) States time windows for issues and receipts for all units. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (f) Provides priorities by unit and commodity. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (g) Is integrated with the maneuver execution (e.g., phase lines, objectives). [AN]
 - (2) Addressal of the logistic functions of manning, arming, fueling, fixing, moving, and sustaining in the context of before, during, and after operations, highlighting critical aspects of each function, such as: [FN-NTC CSS OCs]
 - (a) Priorities. [CGSC Text 101-6, p. 1-25]
 - (b) Shifts in priorities. [CGSC Text 101-6, p. 1-25]

- (c) Critical events. [CGSC Text 101-6, p. 1-25]
 - (d) Critical actions. [CGSC Text 101-6, p. 1-25]
 - (e) Critical times. [AN]
- (3) Designation of trigger points for support tasks. [LL-CALL Newsletter No. 92-5, p. 8]
- (a) Phases (such as changing from offense to defense or pursuit). [LL-CALL Newsletter No. 92-5, p. 8]
 - (b) Phase lines. [LL-CALL Newsletter No. 92-5, p. 8]
 - (c) Specific times. [LL-CALL Newsletter No. 92-5, p. 8]
 - (d) Significant events. [LL-CALL Newsletter No. 92-5, p. 8]
- (4) Use of control measures to: [LL-CALL Newsletter No. 92-5, p. 8]
- (a) Effect timely support. [LL-CALL Newsletter No. 92-5, p. 8]
 - (b) Avoid enemy interdiction. [LL-CALL Newsletter No. 92-5, p. 8]
 - (c) Prevent fratricide. [LL-CALL Newsletter No. 92-5, p. 8]
- (5) Designation of routes for resupply. [LL-CALL Newsletter No. 92-5, p. 9]
- (a) Routes are passable from an operational and traffic standpoint (e.g., not projected to be in use by a tactical unit for movement at the same time).
 - (b) Projected traffic is not heavy enough to interfere with logistics convoy operations for resupply vehicles at the logistics trigger points specified in the plan. [LL-CALL Newsletter No. 92-5, p. 9]

- 12) The FSB S2/3 section prepares the response force annex. [ARTEP 63-005-MTP, Task 63-1-1014]
 - a) Identifies response force composition and requirements. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Tasks subordinate elements to provide required personnel and equipment for BSA response force based on present for duty strength and current mission. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Revises response force structure and subordinate units tasking as dictated by current tactical situation. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Identifies BSA assembly point location(s). [ARTEP 63-005-MTP, Task 63-1-1014]
 - e) Coordinates additional equipment or supply requirements with FSB S4 section. [ARTEP 63-005-MTP, Task 63-1-1014]
 - f) Addresses response force rehearsal plan. [ARTEP 63-005-MTP, Task 63-1-1014]
 - g) Addresses fire control measures to destroy an enemy which has penetrated the BSA perimeter.
 - (1) Final protective fires.
 - (2) Signals which indicate specified actions personnel will take in the event of a breach of the perimeter; e.g., a red star cluster could mean everyone occupies their fighting position and anything moving is considered the enemy, or it could mean that no one fires at anyone unless positively identified as the enemy or is firing on you.
 - (3) Responses to protect critical supplies; e.g., CL III and V.
 - (4) Measures to avoid fratricide other than those discussed above or described in TSOP.
- 13) The FSB S2/3 section prepares the CAS annex; includes coordination measures.

- 14) The FSB S2/3 section prepares the ADC annex in coordination with FSB S4. [ARTEP 63-005-MTP, Task 63-1-1014]
 - a) Identifies all established policies and procedures in the brigade OPLAN and FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Calculates probable ADC requirements of the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Identifies current ADC assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Coordinates additional support requirements with the FSB S4. [ARTEP 63-005-MTP, Task 63-1-1014]
 - e) Designates specific functions of all subordinate elements in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
 - f) Coordinates ADC priorities with support operations and S4 sections. [ARTEP 63-005-MTP, Task 63-1-1014]
 - g) Identifies alternate operational sites or alert sites in coordination with support operations section. [ARTEP 63-005-MTP, Task 63-1-1014]
 - h) Establishes warning or alert system if change is made to warnings and alerts set forth in TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
 - i) Describes ADC training and rehearsal plan. [ARTEP 63-005-MTP, Task 63-1-1014]
- 15) The FSB S2/3 section NBC NCO prepares the NBC defense annex. [ARTEP 63-005-MTP, Task 63-1-1040]
 - a) Identifies established policies and procedures by reviewing NBC defense portion of the TSOP. [ARTEP 63-005-MTP, Task 63-1-1040]
 - b) Identifies NBC threat and recommended countermeasures by analyzing the brigade and division vulnerability analysis and assessment. [ARTEP 63-005-MTP, Task 63-1-1040]

- c) Forecasts NBC defense requirement. [ARTEP 63-005-MTP, Task 63-1-1040]
- d) Coordinates medical mass casualty evacuation and treatment support with the FSB S1 and support operations sections. [ARTEP 63-005-MTP, Task 63-1-1040]
- e) Coordinates alternate methods of supply, services, and medical support with the support operations section. [ARTEP 63-005-MTP, Task 63-1-1040]
- f) Coordinates alternate lines of communications (LOCs) with the FSB S2/3 section's communication personnel. [ARTEP 63-005-MTP, Task 63-1-1040]
- g) Coordinates NBC decontamination team support with the DISCOM SPO or the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1040]
- h) Coordinates additional augmentation support with the DISCOM SPO section, to include smoke and NBC decontamination support. [ARTEP 63-005-MTP, Task 63-1-1040]
- i) Describes NBC defense item consumption and demand plan. [ARTEP 63-005-MTP, Task 63-1-1040]
- j) Describes personnel, equipment, and facilities decontamination plan. [ARTEP 63-005-MTP, Task 63-1-1040]
- k) Identifies procedures and measures that reduce unit vulnerability through terrain shielding and increased protective measures. [ARTEP 63-005-MTP, Task 63-1-1012]
- l) Provides recommendations on positioning of subordinate and BSA units to accomplish the support mission. [ARTEP 63-005-MTP, Task 63-1-1012]
- m) Specifies level(s) of protection that corresponds with the NBC threat, to include MOPP levels. [ARTEP 63-005-MTP, Task 63-1-1012]
- n) Identifies procedures for receiving and submitting reports on threat use of NBC weapons, if different from procedures established in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]

- o) Describes monitoring and survey plans that establish policies and procedures for subordinate units' survey, monitoring, and decontamination teams' operations. [ARTEP 63-005-MTP, Task 63-1-1012]
 - p) Describes personnel, equipment, and logistics and HSS site(s) decontamination plan that establishes priorities for decontamination in coordination with the support operations section. [ARTEP 63-005-MTP, Task 63-1-1012]
 - q) Establishes coordination procedures for requesting additional support. [ARTEP 63-005-MTP, Task 63-1-1012]
 - r) Provides commander's radiation exposure guidance to subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1012]
 - s) Establishes nuclear and chemical MEDEVAC and treatment support procedures in coordination with FSB S1 and medical company. [ARTEP 63-005-MTP, Task 63-1-1012]
 - t) Establishes alternate methods and levels of logistics and HSS in coordination with support operations section. [ARTEP 63-005-MTP, Task 63-1-1012]
 - u) Consolidates NBC information into appropriate format in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
 - v) Forwards NBC defense plan to brigade S3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1012]
 - w) Disseminates NBC defense plan to all appropriate staffs members and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1012]
- 16) The FSB S2/3 section prepares the OPSEC plan/annex. [ARTEP 63-005-MTP, Task 63-1-1012]
- a) Identifies established policies and procedures in the FSB and brigade TSOPs. [ARTEP 63-005-MTP, Task 63-1-1012]
 - b) Identifies threat intelligence collection capabilities. [ARTEP 63-005-MTP, Task 63-1-1012]

- c) Identifies EEFI indicators that affect or compromise the EEFI. [ARTEP 63-005-MTP, Task 63-1-1012]
 - d) Identifies all countermeasures and deception requirements, to include defense against directed-energy weapons. [ARTEP 63-005-MTP, Task 63-1-1012]
 - e) Transcribes required information from the brigade and DISCOM OPSEC annexes. [ARTEP 63-005-MTP, Task 63-1-1012]
 - f) Consolidates OPSEC information into appropriate format in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
 - g) Forwards draft OPSEC plan to brigade S3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1012]
 - h) Disseminates OPSEC plan to all FSB staff sections and subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1012]
- 17) FSB support operations section prepares the support operations annex:
- a) Identifies CCIR, PIR, and IR. [ARTEP 63-005-MTP, Task 63-1-1007]
 - b) Designates agencies and documents from which to acquire information. [ARTEP 63-005-MTP, Task 63-1-1007]
 - c) Identifies maneuver brigade task organization. [ARTEP 63-005-MTP, Task 63-1-1007]
 - d) Identifies resources available: [ARTEP 63-005-MTP, Task 63-1-1001]
 - (1) Storage facilities. [LL-CALL Newsletter No. 92-5, p. 1-2]
 - (2) Current materiel stocks in the FSB. [LL-CALL Newsletter No. 92-5, p. 1-2]
 - (3) CL III, IV, and V stocks. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs]

- (4) Projected 12/24/48 hour status of supplies resulting from the expected usage of consumable supplies and weapon systems, based on previous consumption and attrition rates for similar missions. [LL-CALL Newsletter No. 92-5, Nov 92, p. 1-2.]
- (5) Division-level logistics and HSS shortfalls and solutions. [ARTEP 63-216-MTP, Task 63-1-1013/1e]
- (6) CL IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9]
- (7) Current and projected status and capabilities of services (e.g., clothing, mortuary affairs, bath, laundry, trash collection). [CGSC Text 101-6, p. 1-8; FM 63-3, p. A-6]
- (8) Current combat power, 12/24/48 hour projections based on results of most recent daily logistics meetings. [FN-NTC CSS OCs]
- e) Provides estimated degradation of support for various threat and MOPP levels; e.g., how will support be affected if the FSB is in a MOPP 3 status? [ARTEP 63-005-MTP, Task 63-1-1001]
- f) Provides resolutions for logistical shortfalls. [ARTEP 63-005-MTP, Task 63-1-1001]
- g) Identifies specific force and structure to be supported. [ARTEP 63-005-MTP, Task 63-1-1001]
- h) Identifies projected location of the support sites (e.g., BSA, FLEs, field trains, AXPs, LRPs, etc.) [ARTEP 63-005-MTP, Task 63-1-1001]
- i) Identifies times for deployment of battalion CP and other units. [ARTEP 63-005-MTP, Task 63-1-1001]
- j) Identifies march routes and equipment and personnel requirements for conducting ROM operations.
- k) Identifies requirements for HN support.
- l) Consolidates continuity of operations planning information and formats it for the order. [ARTEP 63-005-MTP, Task 63-1-1024]

- m) Identifies requirements by mission type. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (1) Offensive operations:
 - (a) Develops plans to meet requirements for increased consumption of all support when maneuver activities are anticipated to increase. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (b) Plans forward positioning of ammunition; petroleum, oils, and lubricants (POL); and maintenance elements as lines of support increase. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (c) Develops plans for use of preplanned or preconfigured push packages in the event of communications breakdown. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (d) Develops plans for increased use of aerial resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (e) Develops plans for uploading as much equipment and supplies as possible. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (f) Plans for increased patient loads in health facilities and complicated patient evacuation requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (2) Defensive operations.
 - (a) Develops plan for stockpiling limited amounts of Classes III and V in centrally located battle position(s) in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (b) Develops plan for echeloning support elements in depth throughout the defensive area. [ARTEP 63-005-MTP, Task 63-1-1013]

- (c) Plans resupply using infiltration during periods of limited visibility to reduce chances of threat interference. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (d) Develops plans for increased expenditure of ammunition and decreased fuel consumption. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (e) Develops plan for increased demand for CL IV items and transportation requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (f) Plans for increased patient loads in health facilities and complicated patient evacuation requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- (3) Retrograde operations.
- (a) Plans echelonment of support elements in depth and rearward in coordination with brigade S4 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (b) Develops plans to limit forward movement of supplies in coordination with the brigade S4 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (c) Plans evacuation of supplies and equipment to planned points in coordination with brigade S4 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (d) Develops destruction plans for supplies and equipment (except medical) in coordination with brigade S4 and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (e) Plans evacuation of medical units with alternate means of transportation in coordination with DISCOM SPO and medical company. [ARTEP 63-005-MTP, Task 63-1-1013]

- 18) The FSB S1 section prepares the personnel portion and annex to the FSB OPORD.
 - a) The FSB S1 section prepares the internal FSB medical support plan/annex. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (1) Coordinates with supporting medical element (support operations section and medical company [Company C]) for assistance in preparing the battalion medical support plan. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (2) Describes measures for routine evacuation, emergency evacuation, and hospitalization of sick or injured personnel based on coordination with Company C. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (3) Lists locations of medical and dental facilities based on coordination with Company C. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (4) Describes procedures for requesting MEDEVAC support and transporting "return-to-duty" personnel to assigned units based on coordination with Company C. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (5) Identifies probability and impact of NBC-related casualties based on coordination with FSB NBC personnel. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (6) Provides information about medical support for mass casualties or NBC attack based on coordination with S2/3, support operations section, DISCOM SPO section, and supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (7) Consolidates information into appropriate format in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (8) Develops a battle stress management plan. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (9) Forwards medical support plan to XO for review and approval. [ARTEP 63-005-MTP, Task 63-1-1042]

- (10) Disseminates medical support plan to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1042]
 - b) Provides the religious support plan for the FSB, prepared by the FSB chaplain, to the S2/3 for inclusion in the FSB OPOD. [ARTEP 63-005-MTP, Task 63-1-1044]
 - c) Establishes requirements and procedures for strength accounting, replacements, and casualty reporting. [FM 63-20, Chap 6]
 - 19) See Task 11e below for preparation of movement order.
 - 20) Safety is integrated into every aspect of FSB operations. [ARTEP 63-005-MTP, Task 63-1-R326]
- d. The FSB S2/3 section consolidates staff input. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 1) Receives annexes and overlays from preparing staff sections and incorporates all appropriate annexes, matrices, and overlays into the order. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 2) Collates and verifies staff input for completeness, correctness, and compliance with commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 3) Prepares revised copy of FSB OPOD. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 4) Forwards draft copy of FSB OPOD to commander or XO for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1009]
- e. FSB XO supervises the staff to develop a movement order in the event the BSA is required to relocate in support of the brigade commander's concept. [FM 63-20, Chap 5]
 - 1) The FSB S2/3 section formulates a tentative BSA and CP area layout plan. [ARTEP 63-005-MTP, Task 63-1-1011]
 - a) Selects a general location for the logistics operations center site. [ARTEP 63-005-MTP, Task 63-1-1011]

- b) Designates subordinate elements' boundaries. [ARTEP 63-005-MTP, Task 63-1-1011]
 - c) Prepares a traffic circulation plan which depicts the traffic pattern for key roads in the BSA and CP areas. [ARTEP 63-005-MTP, Task 63-1-1011]
 - d) Prepares communications plan which shows wire diagrams that connect all subordinate elements and instructions for runners system until wire communications are operational. [ARTEP 63-005-MTP, Task 63-1-1011]
 - e) Prepares a hasty security plan which provides minimum requirements for all subordinate elements and the FSB CP area. [ARTEP 63-005-MTP, Task 63-1-1011]
 - f) Disseminates BSA layout plan to all subordinate elements and the FSB advance/quartermaster party leader. [ARTEP 63-005-MTP, Task 63-1-1011]
- 2) The FSB S2/3 section selects tentative march route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
- a) Identifies all possible routes by conducting a map reconnaissance which includes primary and alternate locations and routes for: [ARTEP 63-005-MTP, Task 63-1-1010]
 - (1) Current and proposed logistics areas (e.g., BSA, FLE, LRPs). [CGSC Text 101-6, p. 1-24]
 - (2) CSS units and supply points in the BSA or other areas in the brigade rear. [CGSC Text 101-6, p. 1-24,]
 - (3) Critical resources (potable water, etc.) [CGSC Text 101-6, p. 1-24]
 - (4) MSR from DSA to BSA. [CGSC Text 101-6, p. 1-24]
 - (5) Supply routes from BSA to LRPs. [CGSC Text 101-6, p. 1-24]
 - (6) LRPs. [FN-NTC CSS OCs]
 - (7) AXPs. [FN-NTC CSS OCs]

- (8) Maintenance collection points. [FN-NTC CSS OCs]
- (9) Decontamination points. [FN-NTC CSS OCs]
- (10) ATPs. [FN-NTC CSS OCs]
- (11) FLE locations. [AN]
- b) Identifies possible tactical implications for all possible routes in close coordination with the brigade S2 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1010]
- c) Identifies possible problem areas and road trafficability from engineer road classification overlays and brigade intelligence summaries. [ARTEP 63-005-MTP, Task 63-1-1010]
- d) Conducts comparative analysis of all possible routes. [ARTEP 63-005-MTP, Task 63-1-1010]
- e) Selects best possible route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
- f) Coordinates route selection with DISCOM SPO, brigade S3, and other FSB staff sections. [ARTEP 63-005-MTP, Task 63-1-1010]
- g) Forwards route selection to FSB S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1010]
- 3) The FSB S2/3 section selects final sites for subordinate elements and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1011]
 - a) Identifies specific missions for each subordinate element in the BSA. [ARTEP 63-005-MTP, Task 63-1-1011]
 - b) Identifies proposed locations of all subordinate elements and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1011]
 - c) Posts proposed battalion headquarters and subordinate elements' positions on the SITMAP(s). [ARTEP 63-005-MTP, Task 63-1-1011]

- d) Coordinates proposed site selections with supported brigade S3, FSB staff, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1011]
 - e) Briefs proposed sites and rationale to the FSB commander or XO for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1011]
- 4) Route reconnaissance is conducted to confirm or refute tentative plans. [AN]
- 5) The FSB S2/3 section selects specific march route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
 - a) Consolidates all route reconnaissance party(s) data. [ARTEP 63-005-MTP, Task 63-1-1010]
 - b) Conducts comparative analysis of all data for each tentative route. [ARTEP 63-005-MTP, Task 63-1-1010]
 - c) Selects primary and secondary route(s) for each subordinate element. [ARTEP 63-005-MTP, Task 63-1-1010]
 - d) Coordinates battalion headquarters' route with headquarters and supply company commander. [ARTEP 63-005-MTP, Task 63-1-1010]
 - e) Prepares overlays using subordinate units' reconnaissance data. [ARTEP 63-005-MTP, Task 63-1-1010]
 - f) Provides reconnaissance results and route selection update to the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1010]
 - g) Forwards all reconnaissance data to DISCOM, supported brigade S3, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010]
- 6) The FSB S2/3 section develops overall movement scheme for the move in coordination with the brigade S4, TF HHC commanders, and leaders of other BSA elements to resolve any support conflicts on priorities which could interfere with their movement. [ARTEP 63-005-MTP, Task 63-1-1010]

- a) Identifies the task organization for movement with critical supplies and equipment dispersed throughout all elements. [ARTEP 63-005-MTP, Task 63-1-1010]
 - b) Assigns order of march for move by placing elements with the highest critical items in the first serial. [ARTEP 63-005-MTP, Task 63-1-1010]
 - c) Prepares road movement table(s), graphs, and overlays. (Under MOPP 4 conditions, road movement tables should be increased a minimum of three times the normal movement time.) [ARTEP 63-005-MTP, Task 63-1-1010]
 - d) Coordinates advance/quartering party composition and departure time with all BSA elements commanders. [ARTEP 63-005-MTP, Task 63-1-1010]
- 7) The FSB S2/3 section coordinates external movement support requirements. (Coordination is made with the brigade S4 and TF's HHC commanders to determine requirements.) [ARTEP 63-005-MTP, Task 63-1-1010]
- a) Coordinates additional external transportation requirements with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1010]
 - b) Coordinates route clearances with DISCOM MCO if movement is to the rear, or brigade S3 if movement is forward. [ARTEP 63-005-MTP, Task 63-1-1010]
 - c) Coordinates medical treatment and evacuation requirements and procedures with the medical company. [ARTEP 63-005-MTP, Task 63-1-1010]
 - d) Coordinates security escort, fire support, and CAS requirements with brigade S3 or DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1010]
 - e) Coordinates for MP traffic circulation control support with brigade S3. [ARTEP 63-005-MTP, Task 63-1-1010]
 - f) Coordinates decontamination requirements with DISCOM SPO section and supported brigade. [ARTEP 63-005-MTP, Task 63-1-1010]

- 8) The FSB S2/3 section plans battalion advance/quartermaster party activities. [ARTEP 63-005-MTP, Task 63-1-1011]
 - a) Identifies battalion advance/quartermaster party's personnel and equipment composition and limitations from the TSOP. [ARTEP 63-005-MTP, Task 63-1-1011]
 - b) Provides advance/quartermaster party personnel, equipment, and vehicle limitations to each subordinate unit. [ARTEP 63-005-MTP, Task 63-1-1011]
 - c) Provides assembly area location and reporting times to each subordinate unit. [ARTEP 63-005-MTP, Task 63-1-1011]
 - d) Coordinates forward staff personnel requirements with each staff section and the XO. [ARTEP 63-005-MTP, Task 63-1-1011]
 - e) Identifies all area preparation tasks that are not included in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1011]
 - f) Briefs battalion advance/quartermaster party leader on security preparations, area preparation, vehicles, equipment, and options caused by change in METT-T. [ARTEP 63-005-MTP, Task 63-1-1011]
- 9) The FSB support operations section develops support-during-movement plan to ensure continuity of DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1010]
 - a) Calculates projected logistics and HSS requirements until new operational sites are established by evaluating supported brigade's current assets. [ARTEP 63-005-MTP, Task 63-1-1010]
 - b) Coordinates anticipated requirements with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1010]
 - c) Provides recommendations for order of movement for companies and specific shuttling priorities for CL III and V assets. [ARTEP 63-005-MTP, Task 63-1-1010]
 - d) Establishes notification procedures to alert brigade customers "when" and "what" facilities are available during movement. [ARTEP 63-005-MTP, Task 63-1-1010]

- 10) The FSB support operations section develops the ROM plan to support brigade operations or FSB movement; plan includes:
 - a) Number of routes of march on which to conduct ROM operations.
 - b) Number of ROM sites along each route of march.
 - c) Number of refuel points at each ROM site.
 - d) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site.
 - e) Estimated amount of fuel required at each ROM site.
 - f) Anticipated MP assistance at the ROM sites.
 - g) Anticipated air defense coverage required at each ROM site.
 - h) Anticipated communications requirements at each ROM site.
 - i) Anticipated maintenance and recovery requirements at each ROM site.
- 11) The FSB S2/3 prepares necessary movement order.
 - a) The FSB S2/3 section drafts reference, time zone used, and task organization sections of the movement order. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (1) Lists all maps and overlays, charts, or other documents required to understand the order. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Transcribes time zone used throughout from DISCOM and supported brigade's OPORD. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (3) Identifies task organization of FSB from DISCOM OPORD/OPLAN. [ARTEP 63-005-MTP, Task 63-1-1010]
 - b) The FSB S2/3 section drafts paragraph 1 of the movement order, situation. [ARTEP 63-005-MTP, Task 63-1-1010]

- (1) Provides weather forecast for duration of move and its effect on route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Provides terrain analysis and its effect on the move. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (3) Lists enemy disposition, strength, and capability factors affecting the FSB movement. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (4) Lists friendly units that provide movement support to the FSB and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (5) Lists attachments and detachments initiated for movement purposes only. [ARTEP 63-005-MTP, Task 63-1-1010]
- c) The FSB S2/3 section drafts paragraph 2 of the movement order, mission. [ARTEP 63-005-MTP, Task 63-1-1010]
- (1) States those tasks to be accomplished addressing the elements of "who," "what," "when," and "where." [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Provides overall movement mission statement that includes the purpose of move and starting times. [ARTEP 63-005-MTP, Task 63-1-1010]
- d) The FSB S2/3 section drafts paragraph 3 of the movement order, execution. [ARTEP 63-005-MTP, Task 63-1-1010]
- (1) Provides brief statement on the concept of the move. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Lists all subordinate elements' taskings required to complete total FSB/BSA move. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (3) Lists all coordinating instructions applicable to two or more companies and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1010]
- e) The FSB S4 section drafts paragraph 4 of the movement order, service support. [ARTEP 63-005-MTP, Task 63-1-1010]

- (1) Lists all units and the service support they provide to at least two subordinate elements and the FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Lists all traffic control support that affects at least two subordinate elements and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (3) Lists headquarters and supply company's service support functions. [ARTEP 63-005-MTP, Task 63-1-1010]
- f) The FSB S2/3 section drafts paragraph 5 of the movement order, command and signal and the authentication section. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (1) Lists position of command group in the headquarters and supply company move and the location of FSB headquarters during the battalion move. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Lists CP closing and opening times and new location(s). [ARTEP 63-005-MTP, Task 63-1-1010]
 - (3) Lists all signal type information. List includes effective SOI instructions on the use of radio and pyrotechnics and any restrictions or special communication procedures. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (4) Lists acknowledgment instructions' appropriate signature block and distribution instructions. [ARTEP 63-005-MTP, Task 63-1-1010]
- f. The FSB XO or S2/3 ensures that the FSB OPORD and movement order are characterized by: [FM 101-5 Annex H]
 - 1) Clarity. [AN]
 - 2) Simplicity. [AN]
 - 3) Completeness. [AN]
 - 4) Authoritative expression. [AN]

- 5) Flexibility. [AN]
 - 6) Provision of sufficient time for subordinates to plan and prepare their own actions. [AN]
 - 7) Maximum freedom of action for subordinate commanders. [AN]
 - 8) Maximum use of overlays or graphics. [AN]
 - 9) Use of most permissive control measures possible. [AN]
 - 10) No unnecessary redundancies. [AN]
 - 11) Inclusion of specific friendly information requirements. [AN]
 - 12) Statements of DISCOM and brigade commanders' intents. [AN]
 - 13) Integration and coordination of actions. [AN]
 - 14) Inclusion of statement of essential tasks that subordinate units must accomplish. [AN]
- g. The FSB XO supervises the production of the FSB OPORD.
- 1) The FSB staff rapidly produces an accurate FSB OPORD in sufficient copies by performing trained tasks and responsibilities. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 2) The FSB XO ensures that FSB OPORD is coordinated with all BSA tenant units. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 3) The FSB XO ensures that FSB OPORD is submitted to the commander for approval or approves the FSB OPORD in the absence of the commander. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 4) The FSB commander receives, reviews, approves, and releases the order. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 5) The FSB S2/S3 section reproduces the FSB OPORD in sufficient copies per TSOP. [AN]
- h. The FSB commander, using the MDMP in a time-constrained environment, directs the staff to utilize pre-formatted orders and graphics to reduce preparation time. [NTC O/C input]

- i. The FSB support operations section provides logistics planning support to the brigade S4.
 - 1) Information pertaining to the FSB's capability to provide DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - a) Identifies division support priorities and sustainment controls for supplies, field services, maintenance, transportation, and HSS assets. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Provides current capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Provides current status of all deadlined tube-launched, optically tracked, wire-guided missiles (TOWs); dragons; automatic weapon systems; and key items of equipment and vehicles. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Provides projection on availability of all deadlined TOWs, dragons, automatic weapon systems, and key items of equipment and vehicles. [AN]
 - e) Provides contact team availability for current on-site repairs. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Provides known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 2) Supply support.
 - a) Provides instructions for request, storage, and distribution of supplies in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Provides instructions and procedures for FSB's participation in weapon replacement system. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Provides instructions and procedures for airdrop and sling load resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Provides instructions and procedures for night and reduced visibility resupply operations. [ARTEP 63-005-MTP, Task 63-1-1013]

- e) Identifies all locations of all subordinate companies and their distribution points in coordination with FSB S2/3 section and subordinate companies. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Identifies all DS units that provide supplies to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - g) Identifies staff coordination channels for additional supply requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- 3) Planning assistance for maintenance support to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Provides information about maintenance capabilities. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Calculates total projected maintenance workload by type mission of the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Provides instructions for request, recovery, evacuation, repair, and return of items for wheeled and track, aviation, missile, and other commodity maintenance operations in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Provides policies and procedures for maintenance sustainment management systems in coordination with DMMC and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - e) Provides instructions for request, storage, and distribution of repair parts within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Provides instructions and procedures for night and reduced visibility maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1013]
 - g) Provides instructions and procedures for maintenance participation in the weapons replacement systems. [ARTEP 63-005-MTP, Task 63-1-1013]
 - h) Designates all subordinate units that provide maintenance support within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]

- i) Identifies all locations of subordinate company's maintenance facilities in coordination with FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - j) Establishes transportation procedures for maintenance or repair parts support with the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - k) Provides operational procedures for the maintenance support teams (MST) operating in the forward areas. [ARTEP 63-005-MTP, Task 63-1-1013]
 - l) Provides the brigade S4 with a projection of availability of equipment at mission execution. [AN]
- 4) Transportation support. [ARTEP 63-005-MTP, Task 63-1-1013]
 - a) Identifies all transportation assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Calculates total projected transportation requirements based on type of operations and tentative location of BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Identifies transportation sustainment controls in coordination with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Identifies transportation priorities in coordination with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
 - e) Provides instructions for request of surface transportation and airlift resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Identifies all subordinate units that provide transportation support and the type they provide. [ARTEP 63-005-MTP, Task 63-1-1013]
 - g) Develops back-haul plan for evacuation of equipment and supplies from the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- j. The FSB support operations section plans and coordinates for HSS for the brigade. [ARTEP 63-005-MTP, Task 63-1-1013]

- 1) Develops medical treatment and evacuation plans with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 2) Develops flow of “return to duty” personnel with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 3) Develops mass casualty procedures with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 4) Develops operating procedures and plans for stationing of evacuation aircraft with the DISCOM DMOC and the medical company. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 5) Plans location(s) of all health service facilities in the DSA and BSA with the DISCOM DMOC, brigade S4, and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 6) Develops patient decontamination plan with the DISCOM DMOC, medical company, and supporting decontamination elements. [ARTEP 63-005-MTP, Task 63-1-1013]
- k. The FSB support operations section plans and coordinates for field service support for the brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
- 1) Develops procedures for requesting field service support with the DISCOM SPO section and brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 2) Plans location(s) for GRREG collection points with the brigade S4 and the supply company. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 3) Provides instructions for evacuation of remains to collection point(s) in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- l. The FSB S2/3 section plans an OPSEC program for current operations. [ARTEP 63-005-MTP, Task 63-1-1038]
- 1) Identifies established policies and procedures by reviewing TSOP. [ARTEP 63-005-MTP, Task 63-1-1038]
 - a) Lists enemy intelligence collection capabilities by extracting information from the division and brigade OPSEC estimates or annex. [ARTEP 63-005-MTP, Task 63-1-1038]

- b) Lists EEFI from the brigade OPSEC estimate or annex. [ARTEP 63-005-MTP, Task 63-1-1038]
 - c) Lists indicators which affect or may compromise the EEFI. [ARTEP 63-005-MTP, Task 63-1-1038]
 - d) Lists all countermeasure requirements by reviewing the brigade OPSEC estimate or annex and the FSB operations profile. [ARTEP 63-005-MTP, Task 63-1-1038]
 - e) Prepares the BSA OPSEC plan. The OPSEC plan implements CP policies and procedures to overcome or neutralize the enemy's collection threat in the areas of communications, intelligence, logistics, and administrative actions. [ARTEP 63-005-MTP, Task 63-1-1038]
 - 2) Disseminates OPSEC plan to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1038]
12. **The forward support battalion commander and staff issue the operations order.**
[ARTEP 63-005-MTP, Task 63-1-1009 and 63-1-1024; FM 101-5, Chap 4; FM 63-20]
- a. The FSB commander conducts the FSB OPORD briefing. [FM 101-5, p. 4-59]
 - 1) The FSB commander personally issues the FSB OPORD, if possible, with all key individuals present, to include the senior leaders from all BSA elements. [FM 101-5, p. 4-59]
 - 2) A briefing sequence is determined by the FSB XO and is followed. [AN]
 - 3) As appropriate, FSB staff officers brief portions of the OPORD. [AN]
 - 4) The FSB commander and staff issue FSB OPORD at a location critical to FSB operations, if possible, and at a location that reduces travel time and enhances OPSEC. [FM 101-5, p. 4-59]
 - 5) The FSB commander and staff use sketch charts and graphic aids to the extent possible. [FM 101-5, p. 4-59]
 - 6) The FSB staff and subordinate commanders and senior BSA element leaders must be alert and attentive during briefing. [FM 101-5, p. 4-59]
 - 7) The FSB commander conducts confirmation briefings after the FSB OPORD is given. [FM 101-5, p. 4-59]

- a) Subordinates repeat back to the commander what he wants them to do and why.
 - b) The FSB commander must ensure that the FSB OPORD is understood by all to include:
 - (1) Mission. [AN]
 - (2) Specified, implied, and essential tasks. [AN]
 - (3) Commander's intent. [AN]
 - (4) Concept of operation. [AN]
 - (5) Role of all subordinates and timing to complete tasks. [AN]
 - (6) Timing of and guidance for subsequent back briefs and rehearsals. [AN]
 - c) The FSB commander stresses troop leading procedures to be certain that the mission and his intent are understood by all personnel in the BSA.
- 8) After FSB OPORD backbrief, subordinate leaders and staff conduct necessary coordination before leaving orders site. [FM 101-5, p. 4-59]
- b. The FSB commander ensures that the OPORD is issued in about 1/3 time available for planning.
 - 1) The FSB S2/3 section prepares appropriate number of copies of FSB OPLAN/OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 2) The FSB S2/3 section distributes FSB OPLAN/OPORD to all appropriate staff sections and organic and attached units. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 3) FSB support operations section forwards continuity of operations plan to the support operations officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1024]

- 4) FSB support operations section forwards approved continuity of operations plan to all subordinate units. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 5) All key commanders/leaders (to include all BSA elements) receive a copy of the FSB OPOD with overlay, execution matrix, and enemy SIT TEMP. [AN]
- c. The FSB S2/3 section distributes FSB OPLAN/OPOD. [ARTEP 63-005-MTP, Task 63-1-1009]
- d. The FSB support operations section describes short-term computer outage measures (e.g., what manual procedures and backup automated procedures can be implemented in the event of loss of DS computer support). [ARTEP 63-005-MTP, Task 63-1-1024]
- 1) Provides instructions for processing high-priority requests. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 2) Provides instructions for processing low-priority requests. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 3) Provides instructions for updating records when system is operational again. [ARTEP 63-005-MTP, Task 63-1-1024]
- e. The FSB support operations section describes long-term outage measures (e.g., what manual procedures and backup automated procedures can be implemented in the event of loss of DS computer support). [ARTEP 63-005-MTP, Task 63-1-1024]
- 1) Provides instructions for processing requests. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 2) Provides instructions for processing high-priority requests. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 3) The FSB support operations officer provides instructions for setting up manual stock records in accordance with DA Pam 710-2-2. [ARTEP 63-005-MTP, Task 63-1-1024]
- f. The FSB commander, when using the MDMP in a time-constrained situation, may choose to issue the FSB order by: [FM 101-5, p. 4-43]
- 1) Issuing a verbal order. [FM 101-5, p. 4-59]

- 2) Issuing the order concurrently with staff preparing supporting overlays, matrices, and annexes. [AN]
- 3) Issuing the order on-the-ground with subordinate commanders and BSA element senior leaders. [AN]
- 4) The FSB staff providing only minimal products to facilitate oral order. [AN]
- 5) Issuing an overlay order. [AN]

TASKS ORGANIZED BY OUTCOMES

This component links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This component is used for two purposes. The first is to ensure that each BF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the BF purpose and that they are complete in that no additional outcomes are required to define the BF. This component can be used by trainers to facilitate assessment of training proficiency and to plan training.

Outcome 1

Complete, concise, feasible, suitable, acceptable, and tactically sound FSB orders that conform to doctrinal standards are issued.

Task Element

2. **The forward support battalion receives an order initiating a new mission from higher headquarters.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5, and FM 63-20]
 - a. The FSB commander designates an officer (normally the FSB S2/3 or support operations officer) and the medical company commander (in the capacity as the brigade surgeon) to attend the brigade's mission analysis at the brigade TOC, unless he decides to attend personally. (This normally occurs shortly after receiving a WARNO from the brigade [predicated on the brigade's receipt of the division order] and requires coordination with the brigade S3 on when and where the mission analysis will be conducted. During brigade mission analysis the FSB representative conducts support operations mission analysis for the supported brigade. This becomes the basis for the FSB's conduct of planning in parallel with that of the brigade and the DISCOM). [AN]
 - b. Upon receipt of the brigade WARNO, the FSB XO or CP "Battle Captain" informs commander of the content of the WARNO and: [ARTEP 63-005-MTP, Task 63-1-1001]
 - 1) The staff begins to gather facts and make assumptions concerning FSB projected capabilities, assets it will receive to assist in support of the brigade, and assets the brigade will make available to it, to provide for BSA force protection. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 2) The staff begins to gather and organize information in preparation for the staff estimate process. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 3) The FSB S2/3 initiates intelligence preparation of the battlefield (IPB). [ARTEP 63-005-MTP, Task 63-1-1002]

- c. The FSB commander, XO, support operations officer, and/or the FSB S2/3 attend the orders briefs of higher headquarters: [FM 63-20, p. 1-2]
 - 1) DISCOM.
 - 2) Brigade.
 - d. The FSB commander and XO determine the process to brief and inform the entire battle staff on the content of the DISCOM and brigade orders in the fastest time possible. [ARTEP 63-005-MTP, Task 63-1-1001]
 - e. The FSB commander determines which planning procedure he and the staff will use for OPORD development. [FM 101-5 Chap 4]
 - f. The FSB commander and staff clarify issues with their counterparts at brigade and DISCOM. [ARTEP 63-005-MTP, Task 63-1-1001]
 - g. The FSB support operations officer provides input for development of the brigade and DISCOM OPORDs. [STP 21-II-MQS: 01-9007.01-0250, 03-9001.12-0003; ARTEP 63-005-MTP, Task 63-1-1001]
 - h. The FSB S2/3 provides an information briefing to the brigade rear CP and the DISCOM SPO section, which includes: [FM 63-20, Chap 3]
 - 1) Estimated deployment time. [AN]
 - 2) Current status of assets and task organization to brigade rear CP and DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1001]
 - k. As required, the FSB commander employs the military decision-making process (MDMP) in a time-constrained environment: [AN]
 - 1) Assembles the staff.
 - 2) Identifies critical information needed prior to mission analysis; for example:
 - a) Location and status of all battalion staff officers and other BSA element leaders.
 - b) Staff planning timeline.
3. **The forward support battalion commander and staff conduct mission analysis.**
[ARTEP 63-005-MTP, Task 63-1-1001, 63-1-1002 and 63-1-1003; and FM 101-5, Chap 4]

- a. The FSB XO leads the staff in conducting mission analysis.
 - 1) Receives input about support requirements based on the support mission analysis developed by the officer designated to attend the brigade's mission analysis session at the brigade TOC (normally the FSB S2/3 or FSB support operations officer), to include input from the brigade surgeon (medical company commander), who remains at the brigade TOC throughout the planning process to provide medical advice to the brigade commander and staff.
 - 2) FSB mission analysis is conducted in the context of parallel planning and also is based on: [FM 101-5, p. 4-11; AN]
 - a) The brigade WARNO and initial results of the brigade mission analysis.
 - b) The DISCOM WARNO.
- b. Upon receipt of an OPORD/FRAGO from the brigade and/or the DISCOM, the FSB XO leads the staff in analysis of the order(s) and determines what changes need to be made to the FSB draft order which was prepared during the parallel planning process. [FM 101-5, p. 4-11; AN]
- c. The FSB staff conducts a situation update briefing to the FSB commander just prior to mission analysis. [ARTEP 63-005-MTP, Task 63-1-1001]
- d. While the staff conducts mission analysis in the parallel planning mode, the FSB commander conducts his own mission analysis based on information provided by the staff and the brigade and DISCOM WARNOS. The process he goes through is the same as that of the staff described below. [FM 101-5, p. 4-11]
- e. The FSB XO supervises staff mission analysis, and: [ARTEP 63-005-MTP, Task 63-1-1001]
 - 1) Organizes the staff to conduct mission analysis. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 2) Provides mission analysis guidance to the staff based on the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 3) Directs the FSB staff to derive higher (brigade and DISCOM) commanders' intents, missions, purposes, and endstates. [ARTEP 63-005-MTP, Task 63-1-1001]

- 4) Translates major tasks to specific objectives based on intent of the supported brigade and the DISCOM commanders. [ARTEP 63-005-MTP, Task 63-1-1001]
- f. The FSB S2/3 determines available friendly troops (e.g., availability of a tactical combat force [TCF] and a brigade reserve) and FSB resources. [ARTEP 63-005-MTP, Task 63-1-1001]
- g. The FSB staff develops the restated mission: who, what, where, when, why. [ARTEP 63-005-MTP, Task 63-1-1001]
- h. The FSB S2/3 determines brigade's participation in the division's deception plan and the role of the BSA in that plan. [ARTEP 63-005-MTP, Task 63-1-1001]
- i. The FSB staff analyzes acceptable levels of risk for safety, force protection, and mission accomplishment. [ARTEP 63-005-MTP, Task 63-1-1001]
- j. The FSB XO reviews the staff's mission analysis. [ARTEP 63-005-MTP, Task 63-1-1001]
- m. The FSB S2/3 intelligence NCO conducts IPB. He receives initial IPB information from the brigade S2 which forms the basis of his IPB. [ARTEP 63-005-MTP, Task 63-1-1002]
 - 1) The FSB S2/3 section intelligence NCO performs battlefield area evaluation. [ARTEP 63-005-MTP, Task 63-1-1002]
 - a) Identifies the area of interest (AI) on the map based on the supported brigade and FSB commanders' guidance. [ARTEP 63-005-MTP, Task 63-1-1002 (Requires input from brigade and DISCOM BF-18)]
 - b) Prepares a map overlay of the AI that is correctly marked and oriented with the actual map. [ARTEP 63-005-MTP, Task 63-1-1002]
 - 2) The FSB S2/3 section intelligence NCO performs weather analysis based on input from the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1002]
 - a) Verifies all climatic or weather condition information in the DISCOM's and brigade's analysis of the area of operations (AO). [ARTEP 63-005-MTP, Task 63-1-1002]

- b) Identifies operational aspects of weather that influence the FSB's course of action (COA) choices. [ARTEP 63-005-MTP, Task 63-1-1002]
 - c) Prepares a weather factor analysis matrix that lists weather factors, specific intelligence uses, and operational applications. [ARTEP 63-005-MTP, Task 63-1-1002]
 - d) Prepares required weather overlays as determined by the FSB S2/3 officer. [ARTEP 63-005-MTP, Task 63-1-1002]
 - e) Requests additional required weather forecasts, studies, and overlays based on a historical database from DISCOM and the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1002]
- 3) The FSB S2/3 section intelligence NCO performs terrain analysis of the AI. [ARTEP 63-005-MTP, Task 63-1-1002]
- a) Lists general description of the area that includes detailed information on relief and drainage systems, vegetation, surface material, man-made features, and any additional characteristics which influence the COA choices. [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Identifies major roads and rail routes, choke points, bridges, river-fording sites, and any other potential logistics and HSS inhibitors (e.g., contaminated areas). [ARTEP 63-005-MTP, Task 63-1-1002]
 - c) Lists the terrain effects in the AI on cover and concealment, obstacles, nuclear, chemical, laser weapons, and dispersion of logistics and HSS facilities. [ARTEP 63-005-MTP, Task 63-1-1002]
 - d) Prepares a terrain factor matrix which lists all functions and factors that are significant to the FSB's mission. [ARTEP 63-005-MTP, Task 63-1-1002]
 - e) Prepares a modified combined obstacles overlay (MCOO) based on observation and fields of fire, concealment and cover, obstacles, key terrain, and avenues of approach and mobility corridor. [ARTEP 63-005-MTP, Task 63-1-1002]

- 4) The FSB S2/3 section performs analysis of effects of HNS and civil affairs considerations on logistics and HSS. [ARTEP 63-005-MTP, Task 63-1-1002]
 - a) Lists personnel aspects within the area of interest such as capabilities of local civilian labor force, attitudes of populace, and impact thereof on FSB operations. [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Lists logistics and HNS capabilities (e.g., water resources, fixed facilities) and identifies constraints imposed by weather, terrain, or conditions of the local economy. Appraises their impact within the AI on FSB operations. [ARTEP 63-005-MTP, Task 63-1-1002]
 - c) Lists constraints imposed by civil population's requirements to include seasonal activities and identifies their impact on FSB operations within the AI. [ARTEP 63-005-MTP, Task 63-1-1002]
- 5) The FSB S2/3 section prepares draft analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1002]
 - a) Lists the results of the battlefield area evaluation, weather and terrain analysis, and of the logistics and HSS effects analysis on the general friendly COA. [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Consolidates data into appropriate format as prescribed by the TSOP. [ARTEP 63-005-MTP, Task 63-1-1002]
 - c) Forwards draft copy for approval or modification to S2/3 officer. [ARTEP 63-005-MTP, Task 63-1-1002]
- 6) The FSB XO or S2/3 officer approves analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1002]
 - a) Inspects analysis of the AO for completeness, accuracy, and compliance to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Forwards draft analysis of the AO to S2/3 section for final preparation. [ARTEP 63-005-MTP, Task 63-1-1002]
- 7) The FSB S2/3 section prepares final draft of the analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1002]

- a) Makes appropriate changes as instructed by the FSB XO and S2/3. [ARTEP 63-005-MTP, Task 63-1-1002]
 - b) Forwards final draft to the FSB S2/3 for signature. [ARTEP 63-005-MTP, Task 63-1-1002]
- 8) The FSB S2/3 section performs rear area evaluation. [ARTEP 63-005-MTP, Task 63-1-1003]
- a) The FSB S2/3 intelligence NCO identifies threat forces expected to be found in the rear AI. [ARTEP 63-005-MTP, Task 63-1-1003]
 - b) The FSB S2/3 intelligence NCO lists all known threat force dispositions, composition, and strength. The list should be expressed in terms of committed, reinforcing, and supporting forces. [ARTEP 63-005-MTP, Task 63-1-1003]
 - c) The FSB S2/3 intelligence NCO lists all recent threat activities in the AI and area of influence. [ARTEP 63-005-MTP, Task 63-1-1003]
 - d) The FSB S2/3 intelligence NCO develops applicable doctrinal templates for threat forces within the AI. [ARTEP 63-005-MTP, Task 63-1-1003]
 - e) The FSB S2/3 intelligence NCO prepares an unconventional warfare situation map (SITMAP) that shows probable operating areas, encampments, and movement routes for unconventional threat forces. [ARTEP 63-005-MTP, Task 63-1-1003]
 - f) The FSB S2/3 intelligence NCO prepares a population status overlay that shows areas with a high potential for civil unrest or with concentrations of enemy sympathizers. [ARTEP 63-005-MTP, Task 63-1-1003]
 - g) The FSB S2/3 intelligence NCO evaluates enemy capabilities and activities, as well as PSYOP efforts, to determine possible COAs in brigade rear area. [ARTEP 63-005-MTP, Task 63-1-1003]
 - h) The FSB S2/3 intelligence NCO requests intelligence information required to fill gaps identified in the database from the DISCOM S2 and the supported brigade S2. [ARTEP 63-005-MTP, Task 63-1-1003]

- 9) The FSB S2/3 section intelligence NCO performs threat integration. [ARTEP 63-005-MTP, Task 63-1-1003]
 - a) Prepares a situation template (SIT TEMP) showing unit and equipment dispositions, frontages, depths, and echelon spacing adjusted for terrain and weather factors. [ARTEP 63-005-MTP, Task 63-1-1003]
 - b) Prepares an event template showing high-speed avenues of approach into the BSA. [ARTEP 63-005-MTP, Task 63-1-1003]
 - c) Prepares a draft decision support template (DST) showing points where a decision is required based on threat action and rate of movement (e.g., When should the FSB conduct an emergency displacement in the event of an enemy penetration of the brigade's defense). [ARTEP 63-005-MTP, Task 63-1-1003]
 - d) Lists threat's most likely COAs in their most probable order of adoption based on templating. [ARTEP 63-005-MTP, Task 63-1-1003]
 - e) Coordinates threat information integration products with the brigade S2 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1003]
 - 10) The FSB S2/3 section identifies friendly forces. [ARTEP 63-005-MTP, Task 63-1-1003]
 - a) FSB, subordinate units, and activities.
 - b) Maneuver forces available in the brigade rear area. [ARTEP 63-005-MTP, Task 63-1-1003]
 - c) Corps and division CSS units in the brigade AI. [ARTEP 63-005-MTP, Task 63-1-1003]
 - 11) The FSB S2/3 prepares map overlays showing array of friendly units based on mission requirements and guidance from the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1003]
- n. The FSB support operations section refines the support operations mission analysis which was passed to the FSB XO from the FSB representative attending the brigade mission analysis.

- o. The FSB XO consolidates and reviews the staff mission analyses, eliminating redundancy in such things as constraints and assumptions, and supervises the staff in preparing the mission analysis briefing for the commander. [AN]
 - p. The FSB XO identifies the time and place for the staff's mission analysis briefing to the commander. [ARTEP 63-005-MTP, Task 63-1-1001]
 - q. The FSB XO and FSB staff brief the commander on mission analysis, gain approval of timeline for operations, restated mission, and receive planning guidance. [ARTEP 63-005-MTP, Task 63-1-1001]
 - r. If necessary, the FSB commander uses the MDMP in a time-constrained environment for mission analysis: [FM 101-5, Chap 4, p. 4-15]
 - 1) Conducts a mission analysis by himself. [AN]
 - 2) Conducts a "brainstorming" mission analysis session with the FSB staff. [AN]
4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5, Chap 4; and FM 63-20]
- a. The FSB XO ensures that the FSB WARNOs are prepared and issued in 5-paragraph format to: [FM 101-5, p. H-130]
 - 1) Provide timeline for major events which are associated with mission execution. [FM 101-5, p. H-13]
 - 2) Provide enough detail to focus planning by subordinate unit commanders and staff. [FN - IN School]
 - 3) Provide essential details of the impending FSB and brigade operation. [FM 101-5, p. 4-55, H-13]
 - 4) Provide for parallel planning with the brigade TOC. [AN]
 - b. The FSB S2/3, in conjunction with other staff officers, prepares a battalion WARNO which includes, as a minimum: [FM 101-5, p. H-14]
 - 1) Required maps (if changed from the current OPORD). [FM 101-5, p. H-14]
 - 2) Enemy situation updates. [FM 101-5, p. H-14, ARTEP 63-005-MTP, Task 63-1-1009]

- 3) Battalion and brigade events to occur prior to the issuance of the FSB OPORD. [FM 101-5, p. H-14]
- 4) FSB mission, task, or operation, to include task organization changes directed by the DISCOM or brigade commander. [ARTEP 63-005-MTP, Task 63-1-1009, FM 101-5, p. H-14]
- 5) Brigade and DISCOM commanders' missions and intents. [FM 101-5, p. H-14]
- 6) The FSB commander's intent statement (when available). [FM 101-5, p. H-14]
- 7) The FSB commander's restated mission statement.
- 8) Earliest time of movement and actions required for BSA units. [FM 101-5, p. H-14, ARTEP 63-005-MTP, Task 63-1-1009]
- 9) Orders for preliminary action, reconnaissance, surveillance, and observation. [FM 101-5, p. H-14]
- 10) Time and place to meet for leaders' reconnaissance. [ARTEP 63-005-MTP, Task 63-1-1010 and FM 63-20, App A]
- 11) Service support instructions for the FSB units and BSA elements, any special equipment necessary, regrouping of transport, or preliminary moves to assembly areas, if necessary. [FM 101-5, p. H-14]
- 12) Service support instructions for the FSB subordinate commanders and the FSB staff which pertain to special support requirements for the supported brigade. [AN]
- 13) Information for the battalion orders group, which includes: [FM 101-5, p. H-14]
 - a) The rendezvous point and time for assembly of a battalion orders group. [FM 101-5, p. H-14, ARTEP 63-005-MTP, Task 63-1-1001 and FM 63-20, p. 5-2]
 - b) Guidance on attendance of subordinate commanders and staff and BSA elements for the battalion orders group. [FM 101-5, p. H-14]

- 14) FSB commander reviews and approves the WARNO or delegates that responsibility to XO or S2/3.
5. **The forward support battalion commander issues initial planning guidance.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5, Chap 4]
- a. The FSB commander issues clear guidance that focuses the staff so that they may quickly develop planning options or perform the tasks necessary to support the commander. [FM 101-5, p. 4-17]
 - b. The FSB commander's guidance to the staff should include the following elements: [ARTEP 63-005-MTP, Task 63-1-1001]
 - 1) The FSB commander's intent. [FM 101-5, p. 4-18]
 - 2) The FSB's restated mission. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 3) Timeline for operations. [FM 101-5, p. 4-23]
 - 4) Enemy COAs, in the form of SIT TEMPs (with emphasis on those enemy COAs which pose a threat to the BSA or to elements operating forward of the BSA, such as a level III threat in the vicinity of a ROM site). [FM 101-5, p. 4-17; AN]
 - 5) COA development guidance. [ARTEP 63-005-MTP, Task 63-1-1001]
 - a) A specific COA the commander wants developed. [AN]
 - b) Any parameters for COA development. [AN]
 - c) Any potential requirement for the brigade conducting refuel-on-the-move (ROM) operations.
 - 6) Criteria for comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1002]
 - 7) Supported brigade and FSB roles in the corps/division deception plan. [FM 101-5, p. 4-21]
 - 8) Type of order to issue. [FM 101-5, p. 4-24]
 - 9) Type of rehearsal to conduct at FSB level and rehearsals at the brigade level in which the FSB would be expected to participate. [FM 101-5, p. 4-25; AN]

- 10) CCIR. [FM 101-5, p. 4-27]
 - a) Essential elements of friendly information (EEFI). [BCBL "Battle Command," p. 21; BCTP]
 - b) Friendly force information requirements (FFIR). [BCBL "Battle Command," p. 21; BCTP]
 - c) PIR. [BCBL "Battle Command," p. 21; BCTP]
- 11) Guidance on casualty evacuation. [AN]
- 12) Priorities. [FM 101-5, p. 4-22]
- c. The FSB commander designates an officer to attend the supported brigade's COA development and/or war-gaming, (normally the support operations officer or S2/3) if COA development was not done immediately following the brigade's mission analysis.
- d. The FSB representative, at the brigade COA development and war-gaming, utilizes information based on COA refinement and decisions of the FSB battalion commander.
- e. The FSB commander, when employing the MDMP in a time-constrained environment, issues planning guidance that: [FM 101-5, p. 4-16; FM 6-20-10, Chap 2; FN - IN School]
 - 1) Provides more detailed and directive guidance to shorten planning time.
 - 2) Adds focus to staff planning by stating options the staff should not consider.
 - 3) Describes restrictions on planning (e.g., timelines).
6. **The forward support battalion commander and staff prepare staff estimates.** [ARTEP 63-005-MTP, Task 63-1-1001, 63-1-1004, 63-1-1005, 63-1-1006, 63-1-1007 and 63-1-1008; FM 101-5, Chap 4]
 - a. The FSB staff receives staff estimate information from the brigade S4 and/or from the FSB representative attending the supported brigade's planning sessions. [FM 63-20, Chap 3; AN]
 - b. The FSB XO ensures that each staff member prepares a staff estimate for his own area of responsibility. Estimates: [FM 101-5, p. 3-85 and C-1 through C-26]

- 1) Include analysis of how battlefield operating systems (BOS) considerations influence mission accomplishment.
 - 2) Are developed in consultation with other staff officers.
 - 3) Identify critical, relevant, and accurate information.
 - 4) Are presented in written form or orally.
- c. Each FSB staff member prepares an estimate for his area of responsibility: [AN]
- 1) The FSB S2/3 section intelligence NCO prepares the intelligence estimate. [ARTEP 63-005-MTP, Task 63-1-1004]
 - a) Anticipated enemy fires that can target the BSA. [AN]
 - b) Probable enemy COA that most greatly threatens the BSA or FSB activities. [AN]
 - c) Status of intelligence collection assets (BSA R&S elements and brigade aviation elements which could be used to provide periodic aerial reconnaissance of the brigade rear area). [AN]
 - d) Specific IR. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) Identifies IR by analyzing the FSB commander's restated mission and the staff analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) Policies and procedural requirements for obtaining information in accordance with the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) PIR/IR gaps. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (4) Listing of indicators for each PIR/IR. List should address: [ARTEP 63-005-MTP, Task 63-1-1004]
 - (a) Threat infiltration activities. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (b) Possible targets in the BSA for threat activities; e.g., the ATP or the CL III point. [AN]

- (c) Probable type and size force the threat may use against these targets. [ARTEP 63-005-MTP, Task 63-1-1004]
- e) The FSB intelligence NCO prepares intelligence collection worksheet that lists all PIR/IR, NAI, indicators, and available collection agencies. [ARTEP 63-005-MTP, Task 63-1-1004]
- f) The FSB intelligence NCO requests additional intelligence information, based on PIR and gaps in current holdings, from collection agencies listed in collection worksheet. [ARTEP 63-005-MTP, Task 63-1-1004]
- g) The FSB S2/3 intelligence NCO updates the FSB IPB intelligence information: [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) Extracts required information from current intelligence holdings, such as the S2 workbook, situation maps, policy files and journals, and intelligence summaries (INTSUM). [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) Revises intelligence collection worksheets to reflect changes in collection requirements. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) Identifies pertinence of all incoming information in terms of reliability and credibility factors. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (4) Integrates incoming information into existing files and worksheets. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (a) FSB/BSA reconnaissance elements.
 - (b) Intelligence information from the supported brigade and DISCOM IPB products.
 - (c) Intelligence information received by elements of the BSA; e.g., task force field trains.
- h) The FSB S2/3 section intelligence NCO develops references and paragraph 1 (mission) of the intelligence estimate. [ARTEP 63-005-MTP, Task 63-1-1004]

- (1) Lists all maps, charts, or other documents required to understand the estimate. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) Transcribes FSB commander's restated mission. [ARTEP 63-005 MTP, Task 63-1-1004]
- i) The FSB S2/3 section intelligence NCO develops paragraph 2 of the intelligence estimate, the AO. Lists: [ARTEP 63-005-MTP, Task 63-1-1004]
- (1) Weather forecast, climatic information, light data with moon phase. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) The weather effects on visibility, trafficability, personnel, equipment, threat capabilities, and friendly COAs. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) The terrain and weather effects on enemy capabilities for long- and short-range observation of the BSA and placement of direct fire on the BSA and logistics activities. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (4) The terrain factors influencing concealment from ground and air observation, and cover from direct and indirect fire. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (5) Threat avenues of approach. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (6) Probable size and type enemy force that could utilize the avenues of approach. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (7) Terrain factors affecting placement of logistics and HSS facilities. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (8) Summary of overall impact of terrain on threat capabilities and COAs. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (9) Summary of overall impact of terrain on FSB's mission and COAs. [ARTEP 63-005-MTP, Task 63-1-1004]

- j) The FSB S2/3 section intelligence NCO develops paragraph 3 of the intelligence estimate, enemy situation. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) All map overlays and previous published documents that show threat situation and positions. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) All threat units by unit designation with organizational structure. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) Summary of threat activities which might serve as indicators to future actions. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (4) History of enemy deviations from known doctrine, practices, principles of war; known personnel, and equipment weaknesses. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (5) Civilian populace attitudes toward friendly and enemy forces as they relate to the hindrance or accomplishment of the FSB's mission. [ARTEP 63-005-MTP, Task 63-1-1004]
- k) The FSB S2/3 section intelligence NCO develops paragraph 4 of the intelligence estimate, enemy capabilities. Lists: [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) The basic maneuver capabilities to include what, when, where, and in what strength for each capability. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) Conclusions on threat capabilities and their probability of adoption as a COA, including rationale. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) Capabilities that could hinder the accomplishment of the FSB's mission. [ARTEP 63-005-MTP, Task 63-1-1004]
- l) The FSB S2/3 section develops paragraph 5 of the intelligence estimate, conclusions. Lists: [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) The most probable threat COAs in the order of relative probability of adoption based on paragraphs 2, 3, and 4. [ARTEP 63-005-MTP, Task 63-1-1004]

- (2) All threat peculiarities and weaknesses that can be exploited at FSB higher levels. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) Acknowledgment instructions, if necessary. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (4) All applicable annexes. [ARTEP 63-005-MTP, Task 63-1-1004]
- m) The FSB S2/3 approves the intelligence estimate. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (1) Verifies contents for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (2) Forwards intelligence estimate to XO for review. [ARTEP 63-005-MTP, Task 63-1-1004]
 - (3) Presents the estimate to the commander or XO and staff. [ARTEP 63-005-MTP, Task 63-1-1004]
- n) The FSB S2/3 section distributes the intelligence estimate to other staff sections. [ARTEP 63-005-MTP, Task 63-1-1004 (and to the brigade and DISCOM S2); AN]
- 2) The FSB S2/3 prepares paragraphs 1 and 2 of the operations (supporting commander's) estimate which includes: [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) Current status of FSB units and all BSA elements. [AN]
 - (1) Other division and corps units operating in the BSA.
 - (2) Combat strength.
 - (a) Crew served weapons and base reaction force composition.
 - (b) Vehicles, in particular combat vehicles with mounted weapons; e.g., M113s and the M88 in the FSB, and M1s and M2s in the task forces' field trains.

- (c) Tactical combat force (TCF) and/or brigade reserve.
- (3) Location and activities of all FSB and BSA elements.
- b) The FSB S2/3 and support operations officer jointly conduct an assessment of the FSB's capability to conduct CSS operations while providing for force protection. [FM 63-20, Chap 6; AN]
- c) Missions and commanders' intents of brigade and DISCOM commanders. [AN]
- d) Specific actions taken by the FSB S2/3 include:
 - (1) The FSB S2/3 section determines IR for supporting the brigade and DISCOM commanders' concepts of operations. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (a) Identifies IR by reviewing the FSB, DISCOM, and brigade commanders' restated missions and the division OPORD. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (b) Identifies agencies or documents from which to acquire additional IR. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (2) The FSB S2/3 section conducts analyses of potential FSB CPs/C2 tactical movements and occupation of assembly/operational areas. [FM 63-20, pp. 2-4, 3-12, 5-7 through 5-9 and App A]
 - (a) The FSB S2/3 section determines additional transportation requirements for movement of subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]
 - 1 Identifies adjacent unit boundaries and all other areas of responsibility to be crossed by subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]

Tasks Organized by Outcomes for FSB BF 18

- 2 Identifies probable security requirements from the intelligence estimate, intelligence summaries and the IPB. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]
 - 3 Identifies what percentage of each subordinate element in the BSA can be moved in a single lift. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]
- (b) The FSB S2/3 section identifies options for future BSA locations by map reconnaissance. Factors include: [ARTEP 63-005-MTP, Task 63-1-1011]
- 1 Space required for number and type of elements and base facilities proposed for the new area. [ARTEP 63-005-MTP, Task 63-1-1011]
 - 2 Space available to support the number and type of elements, and base facilities proposed for the new area. [ARTEP 63-005-MTP, Task 63-1-1011]
 - 3 Capability of area to support the battalion's equipment and vehicles. Factors include: [ARTEP 63-005-MTP, Task 63-1-1011]
 - a Dispersion.
 - b Size and weight of equipment.
 - c Safety factors; e.g., considerations for locating ATPs and fuel points specified distances from other facilities.
 - 4 Accessibility of roads and size of areas around buildings. [ARTEP 63-005-MTP, Task 63-1-1011]

- 5 Availability of cover and concealment in area. [ARTEP 63-005-MTP, Task 63-1-1011]
 - 6 Suitability of helicopter landing sites. [ARTEP 63-005-MTP, Task 63-1-1011]
 - 7 Accessibility to MSRs and ASRs. [AN]
 - 8 Suitable distances from projected enemy assembly areas. [AN]
- f) The FSB S2/3 section drafts references and paragraph 1 of the operations estimate, mission. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (1) Lists all maps, charts, or other documents required to understand the estimate. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (2) Lists the FSB commander's restated mission. [ARTEP 63-005-MTP, Task 63-1-1008]
- g) The FSB S2/3 section drafts paragraph 2 of the operations estimate, the situation and COA. Lists: [ARTEP 63-005-MTP, Task 63-1-1008]
 - (1) Nature of the maneuver brigade operation to be supported. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (2) Composition and locations of the maneuver battalions. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (3) Peculiar or unusual support requirements and other factors pertaining to the supported force that affect the scope and size of the support mission. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (4) Effects of the AO on the support mission. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (5) Enemy capabilities that are a threat to the support mission. [ARTEP 63-005-MTP, Task 63-1-1008]

- (a) BSA.
 - (b) LRPs, AXPs, convoys.
 - (c) MSRs/ASRs.
- (6) Aspects of the friendly situation that provide the basis for anticipated difficulties in the FSB's capability to provide required support; e.g., the brigade's receipt of additional combat units which do not bring DS CSS assets with them. [ARTEP 63-005-MTP, Task 63-1-1008]
- (7) Phases of the maneuver brigade's operations that require reassessment of support; e.g., points at which the brigade may be forced to transition to a hasty defense. [ARTEP 63-005-MTP, Task 63-1-1008]
- (8) Special support requirements and the phase of the operations in which they occur; e.g., requirements to provide refueling and rearming of the division cavalry squadron, or requirements to conduct ROM operations. [ARTEP 63-005-MTP, Task 63-1-1008]
- (9) Special support techniques or procedures required because of tactical operations. [ARTEP 63-005-MTP, Task 63-1-1008]
- (10) Effects of logistics, HSS, personnel, and CMO situations within the FSB on mission accomplishment. [ARTEP 63-005-MTP, Task 63-1-1008]
- (11) All projected difficulties that may influence the accomplishment of the FSB's mission. [ARTEP 63-005-MTP, Task 63-1-1008]
- (12) Initial list of all feasible COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
- 3) The FSB S2/3 section conducts a nuclear vulnerability analysis as appropriate. [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) Identifies potential area of FSB support operations in support of the brigade commander's concept. [ARTEP 63-005-MTP, Task 63-1-1008]

- b) Identifies all pertinent information required to perform the analysis. [ARTEP 63-005-MTP, Task 63-1-1008]
 - c) Identifies potential enemy nuclear weapons delivery capability. Delivery system information should include probable yield(s) associated with each system and the range to system launch locations (if known). [ARTEP 63-005-MTP, Task 63-1-1008]
 - d) Identifies the location, size, shape (disposition), and status of all friendly units being analyzed. [ARTEP 63-005-MTP, Task 63-1-1008]
 - e) Selects appropriate vulnerability radii. [ARTEP 63-005-MTP, Task 63-1-1008]
 - f) Selects best technique to offset nuclear vulnerability. [ARTEP 63-005-MTP, Task 63-1-1008]
 - g) Identifies "worst case" ground zero. [ARTEP 63-005-MTP, Task 63-1-1008]
 - h) Estimates fractional coverage. [ARTEP 63-005-MTP, Task 63-1-1008]
 - i) Compares estimated percentage of casualties or damage to commander's acceptable loss criteria. [ARTEP 63-005-MTP, Task 63-1-1008]
 - j) Develops initial COAs to decrease FSB's vulnerability or increase protection that would be presented during the war-gaming of COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
 - k) Forwards nuclear vulnerability analysis to S2/3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1008]
- 4) The FSB S4 prepares paragraphs 1 and 2 of the logistics estimate which provides for internal FSB logistical support. [ARTEP 63-005-MTP, Task 63-1-1006 and FM 63-20, pp. 6-4 and 6-5]
- a) The FSB S4 determines the current maintenance status of FSB elements. [FM 63-20, Chap 6; AN]
- (1) C026 report (former DA Form 2406 report).

- (2) Repair parts (CL IX).
 - (3) Maintenance asset locations and activities.
 - (4) Key maintenance personnel status.
 - (5) BMO's assessment of capabilities in terms of strengths and weaknesses.
- b) The FSB S4 determines the current supply status of FSB units. [FM 63-20, Chap 6; AN]
- c) The FSB S4 identifies organizational maintenance problems BSA tenant elements may be having and their supply status. (This is necessary since their battalion S4s are not in proximity to assist them.) [AN]
- d) The FSB support operations branch plans software support for the FSB and subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- (1) Identifies all subordinate elements with CSS software capabilities. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (2) Identifies all units in the BSA without organic CSS software capabilities to include TF field trains and combat trains unit level logistics system (ULLS) computer software capability. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (3) Develops CSS software plan that accommodates all units with or without software capabilities in coordination with DISCOM CSS automated management office (CSSAMO). [ARTEP 63-005-MTP, Task 63-1-1013]
 - (4) Provides instructions to include receipt, distribution, and implementation of change packages; submission of software problems reports; and coordination of external support. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (5) Prepares continuity of operations plan in accordance with TSOP, which provides policies and procedures for maintaining continuity of operations in the event that automated systems become inoperative due to battle loss or technical problems. [ARTEP 63-005-MTP, Task 63-1-1013]

e) Specific actions of the S4 are:

- (1) The FSB S4 section determines IR. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (a) Identifies IR by analyzing the commander's restated mission, analyses of the AO and DISCOM logistics summaries. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (b) Follows TSOP policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (c) Identifies agencies and documents from which to acquire information. [ARTEP 63-005-MTP, Task 63-1-1006]
- (2) The FSB S4 section assembles required information. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (a) Coordinates tactical and intelligence information requirements with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (b) Coordinates personnel IR with the FSB S1 section. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (c) Extracts required information from current information holdings, such as S4 workbook, situation maps, policy files, and journals. [ARTEP 63-005-MTP, Task 63-1-1006]
- (3) The FSB S4 section drafts references and paragraph 1 of the logistics estimate, mission. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (a) Lists all maps, charts, or other documents required to understand the estimate. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (b) Transcribes the FSB commander's restated mission. [ARTEP 63-005-MTP, Task 63-1-1006]

- (4) The FSB S4 section drafts paragraph 2 of the logistics estimate, the situation and considerations. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (a) Prepares brief intelligence summary with appropriate references. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (b) States the effects of the intelligence situation on internal logistics activities. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (c) Lists disposition of all tactical units that influence internal logistics activities. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (d) Lists all COAs provided by the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (e) Lists disposition of personnel and administration units and installations that have an effect on the internal logistics situation. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (f) Lists projected developments within the personnel field likely to influence internal logistics operations; e.g., limitations on personnel replacements, certain military occupational specialties (MOS) shortages. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (g) Lists locations of CMO units that have an effect on the internal logistics situation; e.g., can certain aspects of support be contracted such as transportation, fuel, and/or rations. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (h) Prepares a general statement about current maintenance capabilities. [ARTEP 63-005-MTP, Task 63-1-1006]
 - (i) Lists overall status of all classes of supply and transportation assets of the FSB. [ARTEP 63-005-MTP, Task 63-1-1006]

- (j) Lists all assumptions based on the initial planning guidance. [ARTEP 63-005-MTP, Task 63-1-1006]
- 5) The FSB S1 section prepares paragraphs 1 and 2 of the personnel estimate. [ARTEP 63-005-MTP, Task 63-1-1005 and FM 63-20, pp. 6-2 through 6-4]
- a) The FSB S1 section determines personnel IR. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (1) Identifies IR by analyzing the commander's restated mission, analyses of the AO, and DISCOM personnel summaries. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (2) Follows TSOP policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (3) Identifies agencies or documents from which to acquire required information. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (4) Assesses the state of mental stress within the battalion.
 - b) The FSB S1 section assembles required information. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (1) Coordinates tactical and intelligence IR with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (2) Coordinates logistical IR with S4 section. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (3) Extracts required information from current information holdings, such as S1 workbook SITMAPs, policy files, and journals. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (4) Requests additional IR from DISCOM S1 section. [ARTEP 63-005-MTP, Task 63-1-1005]
 - c) The FSB S1 section drafts references and paragraph 1 of the personnel estimate, mission. [ARTEP 63-005-MTP, Task 63-1-1005]

- (1) Lists all maps, charts, or other documents required to understand the estimate. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (2) Transcribes the FSB commander's restated mission. [ARTEP 63-005-MTP, Task 63-1-1005]
- d) The FSB S1 section drafts paragraph 2 of the personnel estimate, the situation and considerations. [ARTEP 63-005-MTP, Task 63-1-1005]
- (1) Prepares brief summary based on the appropriate intelligence document. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (2) States the effects of the enemy situation and climate on personnel activities. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (3) Lists disposition of all tactical units that influence personnel activities. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (4) Lists disposition of logistics and HSS units and facilities that have an effect on the personnel situation. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (5) Lists projected logistics and HSS developments likely to influence personnel operations. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (6) Lists disposition of civil affairs units and facilities that have an effect on the personnel situation. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (7) Lists projected CMO developments likely to influence personnel operations. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (8) Prepares troop preparedness situation subparagraph addressing current personnel services status. [ARTEP 63-005-MTP, Task 63-1-1005]
 - (a) Personnel strength. [AN]
 - (b) Key personnel status. [AN]

- (c) Replacement projections. [AN]
- (d) Personnel service asset locations and activities. [AN]
 - 1 Mail. [AN]
 - 2 Finance. [AN]
 - 3 Personnel and administration center (PAC). [AN]
 - 4 Post exchange (PX) and personnel welfare items. [AN]
 - 5 Chaplain. [AN]
 - 6 Recreation services. [AN]
 - 7 Mortuary affairs. [AN]
- (9) Lists all assumptions based on initial planning guidance. [ARTEP 63-005-MTP, Task 63-1-1005]
- 6) The FSB support operations section prepares paragraphs 1 and 2 of the support operations estimate. [ARTEP 63-005-MTP, Task 63-1-1007]
 - a) The FSB support operations section determines IR. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (1) Identifies IR by analyzing the commander's restated mission, analyses of the AO, and the division OPORD. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (2) Follows TSOP policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (3) Identifies agencies and documents from which to acquire required information. [ARTEP 63-005-MTP, Task 63-1-1007]
 - b) The FSB support operations section assembles required information. [ARTEP 63-005-MTP, Task 63-1-1007]

- (1) Coordinates tactical and IR with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (2) Coordinates personnel IR with S1 section. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (3) Extracts required information from current information holdings, such as the support operations section workbook, SITMAPs, policy files, and journals. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (4) Identifies tentative task organization of the maneuver brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (5) Requests additional IR from DMMC and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1007]
- c) The FSB support operations officer coordinates support planning with supported elements (Bde S4, TFs' HHC commanders, and representatives of other supported units located in the BSA). [STP 21-II-MQS: 03-9001.13-0001; ARTEP 63-005-MTP, Task 63-1-1001]
- (1) Provides current capabilities and limitations of the FSB. [ARTEP 63-005-MTP, Task 63-1-1001]
 - (a) Volumes of storage facilities. [LL-CALL Newsletter No. 92-5, p. 1-2]
 - (b) Information on current materiel stocks in the FSB. [LL-CALL Newsletter No. 92-5, p. 1-2]
 - (c) Inbound CL III, IV, and V stocks. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs]
 - (d) Projected 12/24/48 hour status of supplies resulting from the expected usage of consumable supplies and weapon systems, based on previous consumption and attrition rates for similar missions. [LL-CALL Newsletter No. 92-5, p. 1-2.]
 - (e) Known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-216-MTP, Task 63-1-1013/1e]

- (f) Sources of CL IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9]
- (g) Current and projected status and capabilities of services (e.g., clothing, mortuary affairs, bath, laundry, trash collection). [CGSC Text 101-6, p. 1-8; FM 63-3, p. A-6]
- (h) Current combat power, 12/24/48 hour projections based on results of most recent daily logistics meetings. [FN-NTC CSS OCs]
- (2) Provides estimated degradation of support for various threat and MOPP levels; e.g., how will support be affected if the FSB is in a MOPP 3 status? [ARTEP 63-005-MTP, Task 63-1-1001]
- (3) Provides resolutions for logistical shortfalls. [ARTEP 63-005-MTP, Task 63-1-1001]
- (4) Identifies specific force and structure to be supported, to include tentative augmentations. [ARTEP 63-005-MTP, Task 63-1-1001]
- (5) Identifies projected location of the proposed support sites (e.g., BSA, FLEs, field trains, AXPs, LRP, etc.) [ARTEP 63-005-MTP, Task 63-1-1001]
- (6) Identifies estimated times for deployment of battalion and other units. [ARTEP 63-005-MTP, Task 63-1-1001]
- (7) Identifies potential march routes and equipment and personnel requirements for conducting ROM operations.
- (8) Identifies host nation (HN) support requirements.
- d) The FSB support operations section drafts references and paragraph 1 of the support operations estimate, mission. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (1) Lists all maps, charts, or other documents required to understand the estimate. [ARTEP 63-005-MTP, Task 63-1-1007]

- (2) Lists the FSB commander's restated mission. [ARTEP 63-005-MTP, Task 63-1-1007]
- e) The FSB support operation section drafts paragraph 2 of the support operations estimate (which is concerned with providing DS logistical support to the supported brigade), the situation and considerations. Includes: [ARTEP 63-005-MTP, Task 63-1-1007]
- (1) Brief intelligence summary with appropriate references. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (2) Effects of the characteristics of the AO on providing DS logistics and HSS to the supported brigade, and mission accomplishment. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (3) Effects of the intelligence situation on providing DS logistics and HSS to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (4) Disposition of all combat and combat support (CS) units that influence logistics and HSS activities which pertain to providing DS logistics to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (5) COAs provided by the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (6) Disposition of all CSS units and installations that have an effect on providing DS logistics and HSS to the supported brigade; e.g., availability of corps air and/or ground ambulance platoon, additional tankers from the MSB or corps support group. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (7) Projected developments within the personnel and internal logistics field likely to influence external support operations (e.g., availability of personnel replacements, MOSs, and operational readiness rate of critical equipment). [ARTEP 63-005-MTP, Task 63-1-1007]
 - (8) Disposition of CMO operations that have an effect on the logistics and HSS situation as they pertain to providing

- logistical support to the supported brigade; e.g., availability of supplies, services (to include transportation), and facilities which could be contracted. [ARTEP 63-005-MTP, Task 63-1-1007]
- (9) Developments within the CMO field likely to influence logistics and HSS operations in support of the supported brigade (e.g., a refugee situation which could clog the MSR and ASR thereby hindering resupply operations). [ARTEP 63-005-MTP, Task 63-1-1007]
 - (10) Overall status of FSB maintenance capabilities and any shortfalls that may impact on maintenance support operations in support of the supported brigade (e.g., availability of essential test and diagnosis equipment). [ARTEP 63-005-MTP, Task 63-1-1007]
 - (11) Overall status of classes of division and FSB supply and any anticipated problems in providing support to the supported brigade; e.g., CL V restriction stated in the CSR or command controlled items such as M1s and M2s. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (12) Current status of field services to include capabilities and problems anticipated in providing support to the supported brigade (e.g., GRREG capabilities). [ARTEP 63-005-MTP, Task 63-1-1007]
 - (13) Current status of transportation system to include capabilities, problems, transport distances, highway and trafficability conditions which could impact on the FSB's ability to provide support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (14) Current situation, status, and restrictions on the use HN labor assets as they pertain to providing support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - (15) Assumptions based on the initial planning guidance. [ARTEP 63-005-MTP, Task 63-1-1007]
- 7) The FSB S2/3 develops the command, control, and communications estimate. [ARTEP 63-005-MTP, Task 63-1-1008]

- a) The FSB S2/3 identifies current communications status. [FM 63-20, Chap 6]
 - (1) Secure and nonsecure radio communications capability. [AN]
 - (2) Retransmission capability. [AN]
 - (3) Land line capability. [AN]
 - (4) Satellite communications capability. [AN]
 - (5) Communications links with higher and adjacent units. [AN]
- b) The FSB S2/3 develops the current command/control status. [FM 63-20, Chap 6]
 - (1) Location of CPs. [AN]
 - (a) Brigade TOC. [AN]
 - (b) DISCOM CP. [AN]
 - (c) FSB CP. [AN]
 - (d) Field Trains CPs. [AN]
 - (e) Adjacent unit CPs. [AN]
 - (2) The FSB XO or S2/3 assesses command, control, and communications (C3) capability to support FSB/BSA operations. [AN]
- c) The FSB S2/3 section prepares paragraphs 1 and 2 of the C3 estimate. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (1) Conducts a map reconnaissance to identify communication limitations; e.g., to determine if terrain features will degrade communications or if site distances pose a problem in maintaining communications. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (2) Lists current status of all FSB communication equipment. [ARTEP 63-005-MTP, Task 63-1-1008]

- (3) Lists terrain factors that may affect communication compatibility or vulnerability. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (4) Lists communications factors that may be affected by the terrain, enemy disposition and strength, enemy capabilities, operating distances, or interference by other friendly unit communications activities (e.g., weather conditions, interoperability of equipment, maintenance status of equipment, enemy jamming, and/or monitoring capabilities). [ARTEP 63-005-MTP, Task 63-1-1008]
 - (5) Coordinates with the S4 section for the status of incoming communications equipment (e.g., status of requisitions for new or replacement equipment). [ARTEP 63-005-MTP, Task 63-1-1008]
 - (6) Coordinates with the S4 to identify the status of all non-operational equipment. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (7) Lists methods to eliminate or compensate for all deficiencies. [ARTEP 63-005-MTP, Task 63-1-1008]
 - (8) Forwards C3 estimate to S2/3 for approval or modification. [ARTEP 63-005-MTP. Task Number 63-1-1008]
- d. As required, the FSB commander employs the time-constrained MDMP by: [AN]
- 1) Focusing the staff on developing estimates by giving specific guidance on the information desired; e.g.:
 - a) Time constraints.
 - b) Steps/factors not to consider.
 - c) Status of critical supplies which are mission dependent, e.g.:
 - (1) CL III and V in offensive operations.
 - (2) CL IV and V in defensive operations.
 - d) Status of road networks and transportation assets.

7. **The forward support battalion commander and staff develop course(s) of action.**
[ARTEP 63-005-MTP; FM 101-5, Chap 4; FM 63-20]
 - b. The FSB commander provides guidance to the staff which facilitates COA development. The guidance ranges from: [FM 101-5, p. 4-26]
 - 1) Requirement for two or more staff-developed COAs. [AN]
 - 2) Requirement for only one staff-developed COA. [AN]
 - 3) The development of only FSB commander-directed COA(s). [AN]
 - c. The FSB commander develops one or more COAs, alone or in conjunction with the FSB staff, that identify a plan that would accomplish the mission assigned the FSB. [FM 101-5, p. E-1]
 - d. The FSB XO ensures that the staff remains focused on the commander's guidance during the COA development. [FM 101-5, p. 4-26 and App E, p. E-3]
 - e. The FSB XO supervises the staff development of COAs that consider: [CGSC Student Text 101-5, p. 3-1]
 - 1) The selected brigade COA and war-gaming notes.
 - 2) The FSB's mission.
 - 3) The DISCOM and brigade commanders' intents and guidance.
 - 4) The FSB commander's guidance.
 - 5) The brigade's task organization.
 - 6) The DISCOM and brigade CCIR.
 - f. The FSB XO, or in the absence of the XO, the FSB S2/3 (with guidance from the FSB XO), leads the staff through COA development and selection of feasible COAs. [FM 101-5, p. 4-46, E-3; ARTEP 63-005-MTP, Task 63-1-1003]
 - 1) Identifies specific guidance from the FSB commander and supported brigade's selected COA and war-gaming notes. [ARTEP 63-005-MTP, Task 63-1-1003]

- 2) Lists schemes of support that sustain supported units in the BSA. [ARTEP 63-005-MTP, Task 63-1-1003]
 - 3) Assigns tentative missions consistent with a specific subordinate element's capability. [ARTEP 63-005-MTP, Task 63-1-1003]
 - 4) Directs BSA route and area reconnaissance activities. [ARTEP 63-005-MTP, Task 63-1-1010]
 - 5) Lists a minimum of two feasible COAs unless otherwise directed. [ARTEP 63-005-MTP, Task 63-1-1003]
 - 6) The FSB S1 and the FSB S4 identify personnel and logistics COAs which can support the scheme of operations identified by each S2/3 COA from an internal FSB perspective. [AN]
 - 7) The FSB support operations officer identifies logistics COAs which can provide logistical support to the supported brigade for each COA identified by the FSB S2/3. [AN]
 - 8) The FSB S2/3 chemical NCO identifies NBC COAs which can support the scheme of operations identified by each S2/3 COA. [AN]
 - 9) The FSB S2/3 intelligence NCO develops threat COA for each friendly COA being considered. [AN]
- g. The FSB XO ensures that all COAs retained for war-gaming are identified in sketch format and are prepared for use during war-gaming.
- h. Either the FSB XO or the FSB S2/3 briefs the FSB commander on selected COAs for approval or revision. [ARTEP 63-005-MTP, Task 63-1-1003]
- i. The FSB S2/3 selects a method for providing the various staff members with an outline of the selected COAs. Choices are: [ARTEP 63-005-MTP, Task 63-1-1003]
- 1) Posting COAs on butcher paper or some other display in the TOC. [AN]
 - 2) Transcribing notes listing the selected COAs. [AN]
- j. The FSB commander, when employing the MDMP in a time-constrained environment may: [FM 101-5, p. 4-44]
- 1) Limit the number of COAs to be considered.

- 2) Give the staff a specific COA or more specific guidance on how to develop COA.
 - 3) Develop the COA(s) alone.
 - 4) Remain with the staff and participate in developing the COA(s).
8. **The forward support battalion commander and staff analyze course(s) of action.**
[ARTEP 63-005-MTP, Task 63-1-1003 and 63-1-1012; FM 8-55, Chap 3 and 4; FM 101-5, Chap 4, F-27. C-44/45; CGSC ST 101-5, 101-6; LL-CALL Newsletter No. 92-5, p. 2, 5, 8, 9]
- a. The FSB commander, the FSB XO, or the FSB S2/3, presides over the war-gaming of each selected COA; war-gaming incorporates the following: [FM 101-5, p. 4-26]
 - 1) War game each COA against: [AN]
 - a) Supported brigade and DISCOM commander's intents. [AN]
 - b) Probable enemy activities impacting on BSA elements operating in the BSA or forward of the BSA in support of the mission. [AN]
 - c) Selected brigade COA. [AN]
 - 2) The entire staff is present. [AN]
 - 3) Staff has current estimates for their areas of responsibility. [AN]
 - 4) War game notes are maintained for use in developing the OPORD. (A synchronization matrix best captions this.) [AN]
 - 5) Advantages and disadvantages of each COA are listed as they become obvious. [AN]
 - 6) Each staff member actively participates in war-gaming. [AN]
 - 7) All participants remain unbiased. [AN]
 - 8) All participants avoid drawing premature conclusions. [AN]
 - 9) COAs are not compared with each other. [AN]

- 10) There is continual assessment of suitability, feasibility, and acceptability of COAs; analysis is stopped if COA becomes unfeasible. The FSB commander can perform the analysis by himself or with staff assistance. [FM 101-5, p. 4-51]

a) Suitability aspect considers:

- (1) Does new concept accomplish the FSB mission?
- (2) Does new concept meet brigade and DISCOM commander's intent?
- (3) Does the plan meet the FSB commander's intent and desired endstate?

b) Feasibility aspect considers:

- (1) Time: is there time to execute the plan(s) as designed?
- (2) Means: does the FSB have the means to execute the plan(s) as designed?

c) Acceptability aspect considers whether concept:

- (1) Achieves the desired endstate.
- (2) Can be conducted within acceptable costs/risks.

- b. The FSB staff has planning factors and techniques for the computation of resources expected to be consumed during the mission (e.g., CL III, V, and VII) and should conduct the war game following these steps, paying particular attention to DS logistical support requirements: [AN; FM 101-5, or CGSCST 101-5]

- 1) Gather planning factors (consumption rates, casualty rates, etc.) [AN]
- 2) List all friendly forces available to provide CSS support to the supported brigade. [AN]
- 3) List any assumptions which are necessary to proceed with COA analysis. [AN]
- 4) List situations which could impact on the FSB's provision of DS logistical support to the supported brigade, and requirements, critical events, and

decision points (DPs) which have to be met in order for the FSB to provide DS logistical support to the supported brigade. [AN]

- 5) Select the war-gaming method. [AN]
 - 6) Select a technique to record and display war game results. [AN]
 - 7) War game the battle and develop FSB requirements that must be met for the FSB to provide DS logistical support to the supported brigade while providing for force protection of FSB personnel and CSS assets. [AN]
- c. The FSB commander and key staff (e.g., XO, S2/3, and support operations officer) determine acceptable levels of risk for FSB personnel and CSS assets based on each COA selected, following these steps: [FM 101-5, p. 4-31]
- 1) Identify hazards which pose a threat to FSB personnel and CSS assets, and identify major events to be supported.
 - 2) Assess hazards which pose a threat to CSS personnel and CSS assets, and the potential extent of the hazards.
 - 3) Make risk decision to proceed as planned or to advise the brigade commander that the FSB can't provide support without assistance (e.g., brigade combat power where force protection risk is unacceptable, or additional CSS assets if it is deemed there is a CSS shortfall which can't be resolved with the DISCOM), or that the brigade commander must accept risk to the CSS supportability of his plan.
 - 4) Implement controls for providing support throughout the various phases of the battle (which will become input to the DST).
- d. When war-gaming identifies additional required information, or if information is unclear, the responsible staff officer obtains needed information. [AN]
- e. The FSB XO ensures that the following are determined for each COA during the war-gaming (as it pertains to internal FSB operations and functions): [FM 101-5, p. 4-29 and F-19]
- 1) Intelligence.
 - a) Possible enemy activity or climatic conditions which could interfere with DS logistical operations in support of the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1003]

- b) Possible enemy activity which could pose a threat to the BSA survival. [ARTEP 63-005-MTP, Task 63-1-1003]
 - c) NAIs which would lead the commander to determine that an enemy action may pose an unacceptable threat to BSA personnel and/or CSS assets. [AN]
 - d) Indicators of enemy use of artillery against the BSA which may pose an unacceptable threat to BSA personnel and/or CSS assets. [AN]
 - e) Level of threat (Level I, II, or III) based upon analysis of brigade and DISCOM input from their IPB processes and INTSUMs. [ARTEP 63-005-MTP, Task 63-1-1003]
 - f) Potential targets in the BSA for enemy nuclear and chemical weapons. [ARTEP 63-005-MTP, Task 63-1-1012]
- 2) Maneuver.
- a) Integrated BSA defense. [FM 63-20, Chap 5]
 - b) Tactical combat force/brigade reserve location and availability. [FM 63-20, p. 5-12]
 - c) Positioning of critical rear area bases and base clusters to enable mutual support and enhance security. [AN]
 - (1) Position BSA away from main avenues of approach. [AN]
 - (2) Position BSA in easily defended area. [AN]
 - (3) Position BSA near reserve location if feasible. [AN]
 - (4) Position BSA away from likely airborne or airmobile landing sites. [AN]
 - d) BSA reaction force composition. [AN]
 - e) Availability of brigade combat vehicles in the BSA which could be used in defense and the warning procedures to mobilize defense. [AN]
 - f) Counter-reconnaissance requirements and capability of BSA personnel and MP assets to conduct counter-reconnaissance. [AN]

- g) MP support requirements. [AN]
 - (1) EPW evacuation and support. [FM 63-20, p. 6-5]
 - (2) Traffic control. [AN]
 - (3) Security. [FM 63-20, Chap 5]
- h) Potential attack helicopter support in the event of a level III threat. [AN]
- i) Procedures for implementing direct fires. [AN]
- j) Emergency displacement and equipment/documentation destruction. [FM 63-20, p. 5-12]
- 3) Fire support. [FM 63-20, pp. 5-9 and 6-5]
 - a) Preplanned targets. [FM 63-20, p. 5-9]
 - b) Observers, communications equipment, and procedures for calling for fires. [AN]
 - c) Critical fire zones. [AN]
 - d) Fire support for LOGPACs, LRPs, and AXPs. [AN]
- 4) M/S. [AN]
 - a) Likely times and areas for enemy or friendly NBC events. [AN]
 - b) Requirements for force protection (e.g., barriers, overhead cover, protection for 5,000 gallon tankers). [AN]
 - c) Initial deployment of NBC decontamination units. [AN]
 - d) MOPP. [AN]
 - e) Requirements for improving MSRs and ASRs. [AN]
 - f) Requirements for protection of CSS assets which are subject to weather damage (e.g., supplies stored in perishable boxes [such as meals ready to eat] and CL IX). [AN]

- 5) Air defense. [FM 63-20, Chap 5]
 - a) Air defense for the BSA. [AN]
 - b) Air defense for CSS elements operating outside of BSA (e.g., LRP activities). [AN]
 - c) Air defense for critical choke points and terrain features (e.g., bridges). [AN]
 - d) Air defense support and priorities. [FM 63-20, pp. 5-9, 5-10, and 6-5]
 - e) Requirements for air watch and alarm signals. [AN]
 - f) Requirements for passive air defense. [AN]
- 6) CSS (see task 8f below)
- f. The FSB XO ensures that the following are determined for each CSS COA during the war-gaming (as it pertains to the supported brigade) [FM 101-5, p. F-27, C-44]
 - 1) Additional CS and CSS capabilities required to provide CSS to the supported brigade. [AN]
 - a) Medical support requirements above and beyond the capability of the medical company to provide HSS to the supported brigade: [AN]
 - (1) Casualty projections. [FM 8-55, Chap 3 and 4; FM 63-20, pp. 6-4 and 6-7]
 - (2) Medical treatment and evacuation support. [ARTEP 63-005-MTP, Task Number 63-1-1011; FM 63-20, p. 6-6]
 - b) Supply. [FM 101-5, p. C-45]
 - (1) Supply status projections by class of supply. [CGSC Text 101-6, p.1-11]
 - (2) Critical shortfall of any classes of supply. [AN]
 - c) Maintenance. [FM 101-5, p. C-45]

- (1) Loss/maintenance projections. [CGSC Text 101-6, p.1-11]
 - (2) Maintenance support requirements and priorities. [AN]
- d) Transportation requirements and priorities.
 - (1) Movement of Classes IV and V obstacle materials and engineer equipment to designated work sites or supply points by the required times.
 - (2) Potential to evacuate enemy material and personnel.
 - (3) Transportation to support anticipated surge requirements, such as: [AN]
 - (a) Movement of CL III to support unexpected success/pursuit of enemy. [AN]
 - (b) Movement and /or repositioning of CL IV, CL V, and engineer equipment to support hasty defense. [AN]
 - (c) Mass casualty situation. [AN]
 - (4) Availability of special equipment (e.g., HET). [CGSC Text 101-6, p.1-11]
- 2) Other CSS requirements for providing support to the supported brigade: [AN]
 - a) Critical classes of supply. [FM 63-20, p. 6-6]
 - b) Supply priorities. [FM 63-20, p. 6-6]
 - c) Maintenance support requirements and priorities. [FM 63-20, p. 6-6]
 - d) Transportation requirements and priorities. [FM 63-20, pp. 6-6 and 6-7]
- 3) Locations of prepositioned stocks to support the brigade battle; e.g., prepositioning of CL V for the artillery. [FM 63-20, p. 2-6]

- 4) On order movement of ATPs, which is normally predicated on the passage of a phase line or conducted in conjunction with retrograde operations. [FM 63-20, p. 2-6; AN]
- 5) Requirements for obstacle material to support the brigade's M/CM/S efforts. [AN]
- 6) Varieties and quantities of ammunition required for the brigade battle. [AN]
- 7) Reconstitution requirements for the supported brigade, if needed. [AN]
- 8) Location of potential landing zones (LZs) and drop zones (DZs). [FM 63-20, p. 2-9]
- 9) Aviation support for moving critical supplies in support of the brigade's forward elements. [FM 63-20, pp. 2-8 and 3-5]
- 10) Assessment of replacement operations (normally done in conjunction with the brigade S1). [AN]
- 11) LRP positioning to decrease the turn around times for task force CSS elements. [FM 63-20, p. 2-6; AN]
- 12) GRREG operations in support of the brigade battle. [FM 63-20, p. 7-4]
- 13) Constant comparison of required and available CSS capability to identify shortfalls and ways and means to eliminate or reduce the effect of these shortfalls (e.g., enemy resistance that is greater than expected will require greater expenditures of CL V than expected). [AN]
- 14) Additional support requirements for conducting ROM operations.
- 15) HN requirements.
- 16) Communication requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1011; FM 63-20, pp. 4-1, 5-2, and 6-5]
- 17) What, if any, specific support actions will need to be conducted at night. [LL-CALL Newsletter No. 92-5, p. 8]
- 18) Points in the battle when surge requirements are likely to be generated, such as: [AN]

- a) Seizing objective at completion of attack (e.g., surge to reposition critical supplies for consolidation and reorganization or surge in CL III and CL V to support unexpected success/pursuit of enemy). [AN]
 - b) Initiation of hasty defense or mission change from offense to defense (e.g., surge in CL IV, CL V, and engineer equipment to support defense preparation). [AN]
 - c) Attack of prepared defensive position with major obstacles (e.g., potential surge in medical personnel, supplies, and facilities to support mass casualty situation). [AN]
- 19) Tactical restrictions on CSS operations (e.g., terrain that cannot be used for logistics operations because it is occupied by a tactical unit, roads which are dedicated to a Bn TF's movement to the line of departure (LD) during a specific period and not available for use by logistical vehicles, weather conditions that prevent logistics operations in specific areas due to lack of trafficability). [LL-CALL Newsletter No. 88-3, p. 31]
- 20) The required mix of CL IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9]
 - a) Wire, pickets, and associated equipment. [AN]
 - b) Mines. [LL-CALL Newsletter No. 92-5, p. 9]
 - c) Lumber. [LL-CALL Newsletter No. 92-5, p. 9]
 - d) Concrete. [LL-CALL Newsletter No. 92-5, p. 9]
- 21) Analysis of time and space factors to provide responsive support, such as: [LL-CALL Newsletter No. 92-5, p. 2]
 - a) Priority of support. [LL-CALL Newsletter No. 92-5, p. 2]
 - b) Positioning for support. [LL-CALL Newsletter No. 92-5, p. 2]
 - c) Tempo of support (intensity of demand). [LL-CALL Newsletter No. 92-5, p. 2]
 - d) Timing of CSS actions to avoid lapses in support. [LL-CALL Newsletter No. 92-5, p. 5]

- g. By-products of the war game include:
 - 1) Overlay depicting combat power application.
 - 2) Event template.
 - 3) Initial DST.
 - 4) Tentative DPs.
 - 5) Branches and sequels to plan.
 - 6) CCIR.
 - 7) Operational risk assessment.
 - 8) Situations and locations with increased risk of fratricide.
 - 9) Synchronization matrix.
 - 10) Additional assets required; appropriate requests generated by the FSB staff.
 - 11) Information that staff officers require to prepare their portions of the OPOD (if that information hasn't come out of the war-gaming or is unclear, the responsible staff officer must aggressively pursue needed information).
- h. The FSB S2/3 section drafts paragraph 3 of the operations estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 1) Identifies the probable impact of each significant difficulty (e.g., operating in an area with bypassed enemy units) on the success of each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 2) Prepares a COA matrix showing the advantages and disadvantages of each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 3) Assigns probability of success to each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
- i. The FSB S4 section drafts paragraph 3 of the logistics estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1006]

- 1) Calculates sufficiency of proposed area for internal logistics operations. [ARTEP 63-005-MTP, Task 63-1-1006]
 - 2) Lists logistics and tactical impact for each COA. [ARTEP 63-005-MTP, Task 63-1-1006]
- j. The FSB S1 section drafts paragraph 3 of the personnel estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1005]
- 1) Lists all COAs provided by the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1005]
 - 2) Lists problem areas, trends, and deficiencies impacting on troop preparedness of each COA. [ARTEP 63-005-MTP, Task 63-1-1005]
- k. The FSB support operations section drafts paragraph 3 of the support operations estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1007]
- 1) Calculates sufficiency of proposed AO for support operations to provide support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - 2) Calculates materiel and service requirements to arm, fuel, fix, and transport the supported brigade using FM 101-10-1. [ARTEP 63-005-MTP, Task 63-1-1007]
 - 3) Lists personnel situation and its impact for each COA as it pertains to providing support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - 4) Lists logistical and HSS deficiencies in providing DS logistical support to the supported brigade for each COA. [ARTEP 63-005-MTP, Task 63-1-1007]
 - 5) Lists specific requirements for conducting ROM operations:
 - a) Number of potential routes of march on which to conduct ROM operations.
 - b) Number of ROM sites along each route of march.
 - c) Number of refuel points at each ROM site.
 - d) Estimated amount of fuel required at each ROM site.

- e) Anticipated MP assistance at the ROM sites.
 - f) Anticipated air defense coverage required at each ROM site.
 - g) Anticipated communications requirements at each ROM site.
 - h) Anticipated maintenance and recovery requirements at each ROM site.
- 6) Calculates HN support requirements.
1. The FSB battalion commander and staff identify risk to mission accomplishment and safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
- 1) Identify specified and implied missions or tasks in OPLAN or OPORD. [ARTEP 63-005-MTP, Task 63-1-R326]
 - 2) Identify conditions which would jeopardize accomplishment of the specified and implied missions or tasks. [AN]
 - 3) Identify all safety risks to units and personnel associated with specified and implied missions or tasks. [ARTEP 63-005-MTP, Task 63-1-R326]
 - 4) Identify previous unsafe acts and corrective actions based on records. [ARTEP 63-005-MTP, Task 63-1-R326]
 - 5) Calculate projected loss of equipment and personnel from accidents. [ARTEP 63-005-MTP, Task 63-1-R326]
 - 6) The FSB battalion commander and staff evaluate risk or safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
 - a) Identify all unwarranted risks. [ARTEP 63-005-MTP, Task 63-1-R326]
 - b) Describe operations in terms of risk levels (high, medium, low). [ARTEP 63-005-MTP, Task 63-1-R326]
 - c) Compare identified risk to the commander's acceptable level of risks. [ARTEP 63-005-MTP, Task 63-1-R326]
 - d) Compare costs of measures to reduce or eliminate risk to impact on mission accomplishment. [ARTEP 63-005-MTP, Task 63-1-R326]

- m. The FSB XO ensures that the staff's war-gaming notes are complete and accurate. [AN]
- n. The FSB commander directs the war-gaming process during the MDMP in a time-constrained environment. He ensures that: [FM 101-5, p. 4-42]
 - 1) All the steps of the war-gaming process are performed. [AN]
 - 2) There is adherence to all required war-gaming principles. [AN]
 - 3) As many of the staff are assembled for the war-gaming as possible, given the tactical situation. [AN]
 - 4) All aspects of FSB staff input and BSA capabilities/status are considered. [AN]
 - 5) Where possible, less time-consuming war-gaming methods are used, such as the critical points (box method). [AN]
- 9. **The forward support battalion staff compares courses of action.** [ARTEP 63-005-MTP Task 63-1-1008; FM 101-5, Chap 4]
 - a. The FSB XO or S2/3 supervise comparisons of COA by the staff. He ensures: [FM 101-5, p. 4-32; AN]
 - 1) Use of the commander's previous guidance on comparison criteria. [AN]
 - 2) Designation of criteria and weighting selected to build a decision matrix. [AN]
 - 3) Selection of COA for recommendation to commander. [AN]
 - 4) Briefing to the FSB commander on the results of COA comparison. [AN]
 - b. Each FSB staff officer prepares a COA decision matrix for his own BOS/area of responsibility and: [FM 101-5, p. 4-32]
 - 1) The FSB S1 section drafts paragraph 4 of the personnel estimate, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1005]
 - a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the personnel mission. [ARTEP 63-005-MTP, Task 63-1-1005]

- b) Conducts comparative analysis of each COA, to include methods of overcoming deficiencies and modifications required on each COA. [ARTEP 63-005-MTP, Task 63-1-1005]
 - c) The FSB S1 selects the COA which can best be supported from the personnel standpoint.
- 2) The FSB S4 section drafts paragraph 4 of the logistics estimate, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1006]
 - a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the internal logistics mission. [ARTEP 63-005-MTP, Task 63-1-1006]
 - b) Conducts comparative analysis of each COA. Analysis includes methods and modifications for overcoming deficiencies in each COA. [ARTEP 63-005-MTP, Task 63-1-1006]
 - c) The FSB S4 recommends COA that best supports the brigade operation from the logistical point of view.
- 3) The FSB S2/3 section drafts paragraph 4 of the operations estimate, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the force protection and overall battalion operations.
 - b) Conducts comparative analysis of each COA. Analysis includes methods and modifications for overcoming deficiencies in each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
 - c) The FSB S2/3 recommends the best COA to the commander from the operations standpoint.
- 4) The FSB support operations section drafts paragraph 4, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1007]
 - a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the support mission to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
 - b) Conducts comparative analysis of each COA, to include methods of overcoming deficiencies or modifications required in each COA as it

pertains to the ability of the FSB to provide DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]

- 5) The FSB S1 section drafts paragraph 5 of the personnel estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1005]
 - a) States supportability of the mission from a personnel viewpoint. [ARTEP 63-005-MTP, Task 63-1-1005]
 - b) Lists major personnel deficiencies that must be brought to commander's attention. [ARTEP 63-005-MTP, Task 63-1-1005]
 - c) Recommends specific methods of eliminating or reducing the effects of these major deficiencies. [ARTEP 63-005-MTP, Task 63-1-1005]
 - d) Identifies the COA that can be supported from the personnel standpoint. [ARTEP 63-005-MTP, Task 63-1-1005]
- 6) The FSB S1 approves the personnel estimate. [ARTEP 63-005-MTP, Task 63-1-1005]
 - a) Verifies content for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1005]
 - b) Presents estimate to commander or XO and staff (oral or written). [ARTEP 63-005-MTP, Task 63-1-1005]
- 7) The FSB S1 section distributes the personnel estimate to other staff sections. [ARTEP 63-005-MTP, Task 63-1-1005]
- 8) The FSB S2/3 section drafts paragraph 5 of the operations estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) States supportability of mission from a force protection and operations viewpoint. [ARTEP 63-005-MTP, Task 63-1-1008]
 - b) Identifies the best COA that can be supported from a force protection and operations standpoint. [ARTEP 63-005-MTP, Task 63-1-1008]
- 9) FSB S2/3 section distributes supporting commander's (operations) estimate. [ARTEP 63-005-MTP, Task 63-1-1008]

- a) Forwards estimate to S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1008]
 - b) Forwards estimate to other FSB staff sections for review and/or comments. [ARTEP 63-005-MTP, Task 63-1-1008]
- 10) The FSB S4 section drafts paragraph 5 of the logistics estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1006]
- a) States supportability of mission from a internal logistics viewpoint. [ARTEP 63-005-MTP, Task 63-1-1006]
 - b) Identifies the best COA that can be supported from an internal logistics standpoint. [ARTEP 63-005-MTP, Task 63-1-1006]
- 11) The FSB S4 approves logistics estimate. [ARTEP 63-005-MTP, Task 63-1-1006]
- a) Verifies content for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1006]
 - b) Presents estimate to commander or XO and staff (oral or written). [ARTEP 63-005-MTP, Task 63-1-1006]
- 12) The FSB S4 section distributes the logistics estimate to other staff sections. [ARTEP 63-005-MTP, Task 63-1-1006]
- 13) The FSB support operations section drafts paragraph 5 of the support operations estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1007]
- a) States supportability of mission from an external logistics (providing logistical support to the supported brigade) and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1007]
 - b) Identifies the best COA that can be supported from an external logistics (providing logistical support to the supported brigade) and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1007]
- 14) The FSB support operations officer approves the support operations estimate. [ARTEP 63-005-MTP, Task 63-1-1007]

- a) Verifies content for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1007]
 - b) Presents estimate to commander, XO, and staff (oral or written). [ARTEP 63-005-MTP, Task 63-1-1007]
- 15) The FSB support operations section distributes the support operations estimate to other staff sections and to: [ARTEP 63-005-MTP, Task 63-1-1007]
 - a) The brigade S4. [AN]
 - b) The DISCOM SPO. [AN]
- c. The FSB XO leads the staff process to select a COA for recommendation to the FSB commander. [FM 101-5, p. F-38]
 - 1) The FSB XO/S2/3 develops a weighted COA decision matrix and recommends the COA that best supports the brigade operation from the communications standpoint. [AN]
 - a) Rates each selected COA. [AN]
 - b) Selects COA to recommend to the FSB commander. [AN]
 - 2) Resolves differences in conclusions concerning recommended COA before the commander is briefed. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 3) Selects COA that maximizes the operation and minimizes the risk. [ARTEP 63-005-MTP, Task 63-1-R326]
- d. The FSB XO or FSB S2/3 briefs the FSB commander on the results of the COA comparison. [ARTEP 63-005-MTP, Task 63-1-1008]
- e. Once the FSB commander has selected the COA to be employed, the XO leads the staff in war-gaming branches of the COA selected. [CGSC Student Text 101-5, p. 4-32]
- f. The FSB commander and staff plan measures to mitigate risks. [ARTEP 63-005-MTP, Task 63-1-R326]
 - 1) Mission accomplishment.

- 2) Safety of personnel, equipment, and supplies.
- g. The FSB commander directs comparison of COAs during the MDMP in a time-constrained environment and: [FM 101-5, p. 4-42]
- 1) Uses generic COA decision/comparison matrices to save time. [AN]
 - 2) Reduces the number of comparison criteria. [AN]
10. **The forward support battalion commander announces decision.** [ARTEP 63-005-MTP Task 63-1-1008; FM 101-5, Chap 4]
- a. The FSB commander selects the COA (modified as necessary) that the battalion will follow based on: [FM 101-5, Chap 4, p. 4-33]
- 1) His experience.
 - 2) His trust and confidence in the command and unit capabilities. [AN]
 - 3) His estimate of the situation. [AN]
 - 4) The COA's inherent flexibility. [AN]
 - 5) Risk acceptance. [AN]
 - 6) Meeting the intents and endstates of brigade and DISCOM commanders. [AN]
- b. The FSB commander's intent and desired endstate are written by the commander. [AN]
- c. The FSB commander provides a decision and concept of operations. [ARTEP 63-005-MTP, Task 63-1-1008]
- 1) Modifies staff recommendations, if required. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 2) Provides guidance for a new COA, if required. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 3) Approves staff recommendations. [ARTEP 63-005-MTP, Task 63-1-1008]

- 4) Translates the COA selected into a statement of what the command is to do in the elements of, “who,” “what,” “when,” “where,” and “why.” [ARTEP 63-005-MTP, Task 63-1-1008]
- 5) The FSB commander directs the FSB XO or S2/3 to issue WARNO to subordinate elements with the following minimum information: [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) Mission.
 - b) Time of execution.
 - c) Earliest time of movement.
 - d) Time and location of FSB OPOD issue.
 - e) Time check.
- d. The FSB support operations officer provides information relative to the brigade order and annexes to the brigade S1 and S4 for inclusion in the brigade order and annexes. [FM 63-20, Chaps 3 and 6]
- e. The FSB XO forwards staff reports concerning limitations and constraints on the support mission and the protection of bases in the BSA to the brigade S3 and DISCOM SPO sections. [ARTEP 63-005-MTP, Task 63-1-1011]
- f. The FSB XO forwards approved site selections to DISCOM SPO, brigade main CP, FSB staff, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1011]
- g. The FSB commander and staff continuously assess the risks to mission accomplishment, personnel, and equipment.
- h. The FSB commander, using the MDMP in a time-constrained environment, announces his decision with the same precision, completeness, and clarity as in a more deliberate process. [FM 101-5, Chap 4, p. 4-44]
11. **The forward support battalion staff prepares an operations order.** [ARTEP 63-005-MTP, Task 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051, and 63-1-R326; FM 101-5, Chap 4, Annex H; CGSC Text 101-6, p. 1-24/25; LL CALL Newsletter No. 94-2, p. II-4, 92-5, pp. 8, 9]
 - a. The FSB commander, or his designated representative, is present at the times the brigade and DISCOM OPODs are issued. The FSB XO and staff conduct a quick mission relook of the brigade and DISCOM OPOD prior to finalizing the FSB

OPORD. The brigade surgeon (medical company commander) provides any additional relevant input derived from the brigade planning process prior to departing the brigade TOC. Upon receipt of the brigade and DISCOM OPORDs, the staff will carefully review the respective orders to determine what modifications they need to make in the FSB orders development process. [AN]

- b. The FSB staff, under the supervision of the FSB XO, develops and issues a WARNO that includes critical information based on results of COA analysis and commander's decision. The WARNO: [Lessons Learned, NTC Observer Controller Comments; FM 101-5, p. 4-74]

- 1) Initiates R&S operations in the BSA and surrounding AI. [AN]
- 2) Outlines logistical support concept for the next operation. [AN]
- 3) Addresses special requirements to particular units. [AN]
- 4) Outlines the CCIR. [AN]
- 5) Updates enemy situation. [AN]
- 6) Initiates movement, if required. [AN]
- 7) Updates the timeline for orders preparation and implementation. [AN]
- 8) Specifies tasks to units. [AN]
- 9) Provides the FSB mission statement. [AN]
- 10) Provides the FSB commander's intent. [AN]
- 11) Provides minimal control measures. [AN]

- c. The FSB staff, under the supervision of the FSB XO, converts the war-gaming notes and commander's guidance into a written order. [FM 101-5, p. 4-35]

- 1) The FSB XO ensures that specific actions taken include:
 - a) The FSB S2/3 section lists references and time zone used. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (1) Identifies maps, charts, sketches, or other documents used in the preparation of and required for complete understanding of FSB OPLAN. [ARTEP 63-005-MTP, Task 63-1-1009]

- (2) Transcribes time zone consistent with DISCOM and maneuver brigade OPLANs. [ARTEP 63-005-MTP, Task 63-1-1009]
- b) The FSB S2/3 and support operations sections prepare paragraph 1 of the FSB OPORD, situation. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (1) List composition, disposition, location, estimated strength, identification, and capabilities of enemy forces that have influence on FSB support operations. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (2) List, in order, by higher, adjacent, supporting, and reinforcing friendly forces that influence FSB operations. List consists of units not previously named in the task organization. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (3) List commander's assumptions that may exist at the time the FSB OPLAN becomes an FSB OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
- c) The FSB S2/3 section prepares paragraph 2 of the FSB OPORD, mission. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (1) States tasks to be accomplished that address the elements of "who," "what," "when," "why," and "where." [ARTEP 63-005-MTP, Task 63-1-1009]
 - (2) States the mission based on the analysis and the commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1009]
- d) The FSB S2/3 section prepares paragraph 3 of the FSB OPORD, execution. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (1) States the commander's intent in sufficient detail to ensure appropriate actions by subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (2) States the commander's concept of operations for execution of support mission from start to finish. [ARTEP 63-005-MTP, Task 63-1-1009]

- (3) Lists the scheme of support that includes placement, movement, and primary mission of each subordinate element. [ARTEP 63-005-MTP, Task 63-1-1009]
- (4) Lists all details of coordination and control applicable to two or more elements of the command, including troop safety measures, MOPP levels, and restriction on use of chemical weapons. [ARTEP 63-005-MTP, Task 63-1-1009]
- e) The FSB support operations, S1, and S4 sections prepare paragraph 4 of the FSB OPORD, service support. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (1) Update battle rosters and personnel status charts to reflect new task organization (S1). [ARTEP 63-005-MTP, Task 63-1-1009]
 - (2) Develop estimates of injured, sick, and wounded rates (S1). [ARTEP 63-005-MTP, Task 63-1-1009]
 - (3) Provide "personnel" portion of paragraph 4, service support (S1). [ARTEP 63-005-MTP, Task 63-1-1009]
 - (4) Provide logistics and HSS instructions and arrangements that support the operations and are of primary interest to subordinate units (S4). [ARTEP 63-005-MTP, Task 63-1-1009]
 - (5) Provide reference to DISCOM service support paragraph in lieu of rewriting lengthy text when all necessary details are included in the DISCOM service support paragraph (S4). [ARTEP 63-005-MTP, Task 63-1-1009]
- f) The FSB S2/3 section prepares paragraph 5 of the FSB OPORD, command and signal. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (1) Lists locations of the FSB CP and alternate CP; identifies liaison requirements different than those stated in TSOP. [ARTEP 63-005-MTP, Task 63-1-1009]
 - (2) Lists all signal information, including index of the effective signal operating instructions (SOI), and instructions on the use of radio, pyrotechnics, or restriction on the employment

of communications. [ARTEP 63-005-MTP, Task 63-1-1009]

- (3) Provides acknowledgment instructions, commander's signature block, authentication section, and distribution instructions. [ARTEP 63-005-MTP, Task 63-1-1009]
- 2) The FSB S2/3 section prepares the task organization annex of the FSB OPOD if used. Lists each assigned or attached unit, its tentative location, and approximate time of attachment. [ARTEP 63-005-MTP, Task 63-1-1009]
- 3) The FSB S2/3 intelligence NCO prepares the intelligence annex to include: [ARTEP 63-005-MTP, Task 63-1-1009]
 - a) Summary of enemy situation. [AN]
 - b) Intelligence collection and acquisition. [AN]
 - (1) Orders to subordinate and attached units. [AN]
 - (2) Requests to the brigade and DISCOM headquarters. [AN]
 - c) Measures for handling EPW personnel, documents, and materiel if different from FSB TSOP. [AN]
 - d) Appropriate portions of the security plan from the FSB OPOD. [AN]
 - e) Appendices as required. [AN]
- 4) The FSB S2/3 Intelligence NCO provides intelligence input to the FSB OPSEC annex. [AN]
- 5) The FSB S2/3 section prepares a brigade operations overlay for the FSB OPOD. [ARTEP 63-005-MTP, Task 63-1-1009]
 - a) States map reference data, effective date, and purpose of the overlay. [ARTEP 63-005-MTP, Task 63-1-1009]
 - b) Lists classification markings and downgrading instructions, if applicable. [ARTEP 63-005-MTP, Task 63-1-1009]

- c) Applies overlay plotting techniques outlined in FM 21-31. [ARTEP 63-005-MTP, Task 63-1-1009]
 - d) Plots boundaries, supporting, supported, and subordinate units' locations within 50 meters of actual locations. [ARTEP 63-005-MTP, Task 63-1-1009]
 - e) Affixes graphic portrayal of axis of advance, supply routes, and all unit locations. [ARTEP 63-005-MTP, Task 63-1-1009]
 - f) Forwards operations overlay to the FSB S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1009]
- 6) The FSB S2/3 section prepares the direct and indirect fire plan/annex for BSA and CSS activities. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) The FSB S2/3 ensures that the plan:
 - (1) Identifies boundaries as assigned by the brigade S2/3. [ARTEP 63-005-MTP, Task 63-1-1014]
 - (2) Identifies probable enemy avenues of approach and their effect on the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - (3) Assigns boundaries to all subordinate companies and elements in the BSA. Boundaries are based on number of personnel assigned, types of weapon systems, and mission of the element. [ARTEP 63-005-MTP, Task 63-1-1014]
 - (4) Identifies weapon systems that are available to the FSB in coordination with the division RCPOC and brigade S3. [ARTEP 63-005-MTP, Task 63-1-1014]
 - (5) Identifies probable engagement areas. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Selects target reference points in coordination with designated fire support element (FSE). [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Coordinates with the brigade fire support section on the target list. Develops fire support request and coordination measures in coordination with designated FSE. [ARTEP 63-005-MTP, Task 63-1-1014]

- d) Includes the fire support information addressed in the FSB OPORD (e.g., fire support coordinating instructions). [FM 6-20-40, p. C-8; FM 6-20-50, p. E-6; FM 101-5, p. H-72]
- 7) The FSB S2/3 section prepares the mobility and survivability annex for the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - a) Identifies all obstacle constraints and restrictions in the division or brigade operations plans (OPLAN). [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Identifies all possible obstacle locations and type of obstacles. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Identifies all available obstacle assets. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Coordinates additional support requirements with DISCOM SPO and supporting engineer element in the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
- 8) The FSB S2/3 section prepares the air defense plan/annex. [ARTEP 63-005-MTP, Task 63-1-1014]
 - a) Identifies the probable air avenues of approach. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Identifies all established air defense policies and procedures in the brigade OPLAN and FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Establishes air defense priorities for designated areas and facilities in coordination with brigade S2/3 and supporting air defense element in the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Establishes air defense assistance coordination measures. [ARTEP 63-005-MTP, Task 63-1-1014]
 - e) Establishes air defense warning signals, if different than those set forth in TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
- 9) The FSB S2/3 section prepares the C3 plan/annex. [ARTEP 63-005-MTP, Task 63-1-1014]

- a) Develops intra-base cluster communications plan that encompasses all units located within the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Develops external communications plan that facilitates the brigade S2/3, DISCOM SPO, and the division RCPOC. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Designates rear operations call signs, frequencies, and procedures. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Coordinates overall communications plan with supporting signal element and RCPOC. [ARTEP 63-005-MTP, Task 63-1-1014]
 - e) Establishes a message system with runners as a backup communications system. [ARTEP 63-005-MTP, Task 63-1-1014]
- 10) The FSB S2/3 section prepares the rear operations annex. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Consolidates input into appropriate format in accordance with FM 101-5 and TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Coordinates ADC plans and procedures with the supporting MP element and brigade S3. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Coordinates draft rear operations annex with all other FSB staff sections. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Forwards draft rear operations annex to S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11) The FSB S4 section prepares the logistics annex (internal) in coordination with the S1 section. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Calculates tentative logistics requirements for response force and external reaction forces. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Designates responsibility for resupply of equipment and supplies to subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1014]
 - c) Coordinates medical treatment and evacuation plan with the medical company. [ARTEP 63-005-MTP, Task 63-1-1014]

- d) Prepares CSS overlay with CSS execution matrix, ensuring:
 - (1) The overlay and matrix are complete and the matrix: [LL-CALL Newsletter No. 94-2, p. II-4]
 - (a) Fits on one page. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (b) Lists all classes of supply, maintenance, and services. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (c) Covers a minimum of the next 24 hours. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (d) Provides grid locations for LRPs, ROM sites, etc. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (e) States time windows for issues and receipts for all units. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (f) Provides priorities by unit and commodity. [LL-CALL Newsletter No. 94-2, p. II-4]
 - (g) Is integrated with the maneuver execution (e.g., phase lines, objectives). [AN]
 - (2) Addressal of the logistic functions of manning, arming, fueling, fixing, moving, and sustaining in the context of before, during, and after operations, highlighting critical aspects of each function, such as: [FN-NTC CSS OCs]
 - (a) Priorities. [CGSC Text 101-6, p. 1-25]
 - (b) Shifts in priorities. [CGSC Text 101-6, p. 1-25]
 - (c) Critical events. [CGSC Text 101-6, p. 1-25]
 - (d) Critical actions. [CGSC Text 101-6, p. 1-25]
 - (e) Critical times. [AN]
 - (3) Designation of trigger points for support tasks. [LL-CALL Newsletter No. 92-5, p. 8]

- (a) Phases (such as changing from offense to defense or pursuit). [LL-CALL Newsletter No. 92-5, p. 8]
 - (b) Phase lines. [LL-CALL Newsletter No. 92-5, p. 8]
 - (c) Specific times. [LL-CALL Newsletter No. 92-5, p. 8]
 - (d) Significant events. [LL-CALL Newsletter No. 92-5, p. 8]
- (4) Use of control measures to: [LL-CALL Newsletter No. 92-5, p. 8]
 - (a) Effect timely support. [LL-CALL Newsletter No. 92-5, p. 8]
 - (b) Avoid enemy interdiction. [LL-CALL Newsletter No. 92-5, p. 8]
 - (c) Prevent fratricide. [LL-CALL Newsletter No. 92-5, p. 8]
- (5) Designation of routes for resupply. [LL-CALL Newsletter No. 92-5, p. 9]
 - (a) Routes are passable from an operational and traffic standpoint (e.g., not projected to be in use by a tactical unit for movement at the same time).
 - (b) Projected traffic is not heavy enough to interfere with logistics convoy operations for resupply vehicles at the logistics trigger points specified in the plan. [LL-CALL Newsletter No. 92-5, p. 9]
- 12) The FSB S2/3 section prepares the response force annex. [ARTEP 63-005-MTP, Task 63-1-1014]
 - a) Identifies response force composition and requirements. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Tasks subordinate elements to provide required personnel and equipment for BSA response force based on present for duty strength and current mission. [ARTEP 63-005-MTP, Task 63-1-1014]

- c) Revises response force structure and subordinate units tasking as dictated by current tactical situation. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Identifies BSA assembly point location(s). [ARTEP 63-005-MTP, Task 63-1-1014]
 - e) Coordinates additional equipment or supply requirements with FSB S4 section. [ARTEP 63-005-MTP, Task 63-1-1014]
 - f) Addresses response force rehearsal plan. [ARTEP 63-005-MTP, Task 63-1-1014]
 - g) Addresses fire control measures to destroy an enemy which has penetrated the BSA perimeter.
 - (1) Final protective fires.
 - (2) Signals which indicate specified actions personnel will take in the event of a breach of the perimeter; e.g., a red star cluster could mean everyone occupies their fighting position and anything moving is considered the enemy, or it could mean that no one fires at anyone unless positively identified as the enemy or is firing on you.
 - (3) Responses to protect critical supplies; e.g., CL III and V.
 - (4) Measures to avoid fratricide other than those discussed above or described in TSOP.
- 13) The FSB S2/3 section prepares the CAS annex; includes coordination measures.
- 14) The FSB S2/3 section prepares the ADC annex in coordination with FSB S4. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Identifies all established policies and procedures in the brigade OPLAN and FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
 - b) Calculates probable ADC requirements of the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]

- c) Identifies current ADC assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
 - d) Coordinates additional support requirements with the FSB S4. [ARTEP 63-005-MTP, Task 63-1-1014]
 - e) Designates specific functions of all subordinate elements in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
 - f) Coordinates ADC priorities with support operations and S4 sections. [ARTEP 63-005-MTP, Task 63-1-1014]
 - g) Identifies alternate operational sites or alert sites in coordination with support operations section. [ARTEP 63-005-MTP, Task 63-1-1014]
 - h) Establishes warning or alert system if change is made to warnings and alerts set forth in TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
 - i) Describes ADC training and rehearsal plan. [ARTEP 63-005-MTP, Task 63-1-1014]
- 15) The FSB S2/3 section NBC NCO prepares the NBC defense annex. [ARTEP 63-005-MTP, Task 63-1-1040]
- a) Identifies established policies and procedures by reviewing NBC defense portion of the TSOP. [ARTEP 63-005-MTP, Task 63-1-1040]
 - b) Identifies NBC threat and recommended countermeasures by analyzing the brigade and division vulnerability analysis and assessment. [ARTEP 63-005-MTP, Task 63-1-1040]
 - c) Forecasts NBC defense requirement. [ARTEP 63-005-MTP, Task 63-1-1040]
 - d) Coordinates medical mass casualty evacuation and treatment support with the FSB S1 and support operations sections. [ARTEP 63-005-MTP, Task 63-1-1040]
 - e) Coordinates alternate methods of supply, services, and medical support with the support operations section. [ARTEP 63-005-MTP, Task 63-1-1040]

- f) Coordinates alternate lines of communications (LOCs) with the FSB S2/3 section's communication personnel. [ARTEP 63-005-MTP, Task 63-1-1040]
- g) Coordinates NBC decontamination team support with the DISCOM SPO or the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1040]
- h) Coordinates additional augmentation support with the DISCOM SPO section, to include smoke and NBC decontamination support. [ARTEP 63-005-MTP, Task 63-1-1040]
- i) Describes NBC defense item consumption and demand plan. [ARTEP 63-005-MTP, Task 63-1-1040]
- j) Describes personnel, equipment, and facilities decontamination plan. [ARTEP 63-005-MTP, Task 63-1-1040]
- k) Identifies procedures and measures that reduce unit vulnerability through terrain shielding and increased protective measures. [ARTEP 63-005-MTP, Task 63-1-1012]
- l) Provides recommendations on positioning of subordinate and BSA units to accomplish the support mission. [ARTEP 63-005-MTP, Task 63-1-1012]
- m) Specifies level(s) of protection that corresponds with the NBC threat, to include MOPP levels. [ARTEP 63-005-MTP, Task 63-1-1012]
- n) Identifies procedures for receiving and submitting reports on threat use of NBC weapons, if different from procedures established in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
- o) Describes monitoring and survey plans that establish policies and procedures for subordinate units' survey, monitoring, and decontamination teams' operations. [ARTEP 63-005-MTP, Task 63-1-1012]
- p) Describes personnel, equipment, and logistics and HSS site(s) decontamination plan that establishes priorities for decontamination in coordination with the support operations section. [ARTEP 63-005-MTP, Task 63-1-1012]
- q) Establishes coordination procedures for requesting additional support. [ARTEP 63-005-MTP, Task 63-1-1012]

- r) Provides commander's radiation exposure guidance to subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1012]
 - s) Establishes nuclear and chemical MEDEVAC and treatment support procedures in coordination with FSB S1 and medical company. [ARTEP 63-005-MTP, Task 63-1-1012]
 - t) Establishes alternate methods and levels of logistics and HSS in coordination with support operations section. [ARTEP 63-005-MTP, Task 63-1-1012]
 - u) Consolidates NBC information into appropriate format in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
 - v) Forwards NBC defense plan to brigade S3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1012]
- 16) The FSB S2/3 section prepares the OPSEC plan/annex. [ARTEP 63-005-MTP, Task 63-1-1012]
- a) Identifies established policies and procedures in the FSB and brigade TSOPs. [ARTEP 63-005-MTP, Task 63-1-1012]
 - b) Identifies threat intelligence collection capabilities. [ARTEP 63-005-MTP, Task 63-1-1012]
 - c) Identifies EEFI indicators that affect or compromise the EEFI. [ARTEP 63-005-MTP, Task 63-1-1012]
 - d) Identifies all countermeasures and deception requirements, to include defense against directed-energy weapons. [ARTEP 63-005-MTP, Task 63-1-1012]
 - e) Transcribes required information from the brigade and DISCOM OPSEC annexes. [ARTEP 63-005-MTP, Task 63-1-1012]
 - f) Consolidates OPSEC information into appropriate format in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
 - g) Forwards draft OPSEC plan to brigade S3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1012]
- 17) FSB support operations section prepares the support operations annex:

- a) Identifies CCIR, PIR, and IR. [ARTEP 63-005-MTP, Task 63-1-1007]
- b) Designates agencies and documents from which to acquire information. [ARTEP 63-005-MTP, Task 63-1-1007]
- c) Identifies maneuver brigade task organization. [ARTEP 63-005-MTP, Task 63-1-1007]
- d) Identifies resources available: [ARTEP 63-005-MTP, Task 63-1-1001]
 - (1) Storage facilities. [LL-CALL Newsletter No. 92-5, p. 1-2]
 - (2) Current materiel stocks in the FSB. [LL-CALL Newsletter No. 92-5, p. 1-2]
 - (3) CL III, IV, and V stocks. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs]
 - (4) Projected 12/24/48 hour status of supplies resulting from the expected usage of consumable supplies and weapon systems, based on previous consumption and attrition rates for similar missions. [LL-CALL Newsletter No. 92-5, Nov 92, p. 1-2.]
 - (5) Division-level logistics and HSS shortfalls and solutions. [ARTEP 63-216-MTP, Task 63-1-1013/1e]
 - (6) CL IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9]
 - (7) Current and projected status and capabilities of services (e.g., clothing, mortuary affairs, bath, laundry, trash collection). [CGSC Text 101-6, p. 1-8; FM 63-3, p. A-6]
 - (8) Current combat power, 12/24/48 hour projections based on results of most recent daily logistics meetings. [FN-NTC CSS OCs]
- e) Provides estimated degradation of support for various threat and MOPP levels; e.g., how will support be affected if the FSB is in a MOPP 3 status? [ARTEP 63-005-MTP, Task 63-1-1001]

- f) Provides resolutions for logistical shortfalls. [ARTEP 63-005-MTP, Task 63-1-1001]
- g) Identifies specific force and structure to be supported. [ARTEP 63-005-MTP, Task 63-1-1001]
- h) Identifies projected location of the support sites (e.g., BSA, FLEs, field trains, AXPs, LRPs, etc.) [ARTEP 63-005-MTP, Task 63-1-1001]
- i) Identifies times for deployment of battalion CP and other units. [ARTEP 63-005-MTP, Task 63-1-1001]
- j) Identifies march routes and equipment and personnel requirements for conducting ROM operations.
- k) Identifies requirements for HN support.
- l) Consolidates continuity of operations planning information and formats it for the order. [ARTEP 63-005-MTP, Task 63-1-1024]
- m) Identifies requirements by mission type. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (1) Offensive operations:
 - (a) Develops plans to meet requirements for increased consumption of all support when maneuver activities are anticipated to increase. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (b) Plans forward positioning of ammunition; petroleum, oils, and lubricants (POL); and maintenance elements as lines of support increase. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (c) Develops plans for use of preplanned or preconfigured push packages in the event of communications breakdown. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (d) Develops plans for increased use of aerial resupply. [ARTEP 63-005-MTP, Task 63-1-1013]

- (e) Develops plans for uploading as much equipment and supplies as possible. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (f) Plans for increased patient loads in health facilities and complicated patient evacuation requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- (2) Defensive operations.
- (a) Develops plan for stockpiling limited amounts of Classes III and V in centrally located battle position(s) in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (b) Develops plan for echeloning support elements in depth throughout the defensive area. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (c) Plans resupply using infiltration during periods of limited visibility to reduce chances of threat interference. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (d) Develops plans for increased expenditure of ammunition and decreased fuel consumption. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (e) Develops plan for increased demand for CL IV items and transportation requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (f) Plans for increased patient loads in health facilities and complicated patient evacuation requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- (3) Retrograde operations.
- (a) Plans echelonment of support elements in depth and rearward in coordination with brigade S4 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]

- (b) Develops plans to limit forward movement of supplies in coordination with the brigade S4 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (c) Plans evacuation of supplies and equipment to planned points in coordination with brigade S4 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (d) Develops destruction plans for supplies and equipment (except medical) in coordination with brigade S4 and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1013]
 - (e) Plans evacuation of medical units with alternate means of transportation in coordination with DISCOM SPO and medical company. [ARTEP 63-005-MTP, Task 63-1-1013]
- 18) The FSB S1 section prepares the personnel portion and annex to the FSB OPORD.
- a) The FSB S1 section prepares the internal FSB medical support plan/annex. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (1) Coordinates with supporting medical element (support operations section and medical company [Company C]) for assistance in preparing the battalion medical support plan. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (2) Describes measures for routine evacuation, emergency evacuation, and hospitalization of sick or injured personnel based on coordination with Company C. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (3) Lists locations of medical and dental facilities based on coordination with Company C. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (4) Describes procedures for requesting MEDEVAC support and transporting "return-to-duty" personnel to assigned units based on coordination with Company C. [ARTEP 63-005-MTP, Task 63-1-1042]

- (5) Identifies probability and impact of NBC-related casualties based on coordination with FSB NBC personnel. [ARTEP 63-005-MTP, Task 63-1-1042]
- (6) Provides information about medical support for mass casualties or NBC attack based on coordination with S2/3, support operations section, DISCOM SPO section, and supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]
- (7) Consolidates information into appropriate format in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
- (8) Develops a battle stress management plan. [ARTEP 63-005-MTP, Task 63-1-1042]
- (9) Forwards medical support plan to XO for review and approval. [ARTEP 63-005-MTP, Task 63-1-1042]
- b) Provides the religious support plan for the FSB, prepared by the FSB chaplain, to the S2/3 for inclusion in the FSB OPORD. [ARTEP 63-005-MTP, Task 63-1-1044]
- c) Establishes requirements and procedures for strength accounting, replacements, and casualty reporting. [FM 63-20, Chap 6]
- 19) See Task 11e below for preparation of movement order.
- 20) Safety is integrated into every aspect of FSB operations. [ARTEP 63-005-MTP, Task 63-1-R326]
- d. The FSB S2/3 section consolidates staff input. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 1) Receives annexes and overlays from preparing staff sections and incorporates all appropriate annexes, matrices, and overlays into the order. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 2) Collates and verifies staff input for completeness, correctness, and compliance with commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1009]

- 3) Prepares revised copy of FSB OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 4) Forwards draft copy of FSB OPORD to commander or XO for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1009]
- e. FSB XO supervises the staff to develop a movement order in the event the BSA is required to relocate in support of the brigade commander's concept. [FM 63-20, Chap 5]
- 1) The FSB S2/3 section formulates a tentative BSA and CP area layout plan. [ARTEP 63-005-MTP, Task 63-1-1011]
 - a) Selects a general location for the logistics operations center site. [ARTEP 63-005-MTP, Task 63-1-1011]
 - b) Designates subordinate elements' boundaries. [ARTEP 63-005-MTP, Task 63-1-1011]
 - c) Prepares a traffic circulation plan which depicts the traffic pattern for key roads in the BSA and CP areas. [ARTEP 63-005-MTP, Task 63-1-1011]
 - d) Prepares communications plan which shows wire diagrams that connect all subordinate elements and instructions for runners system until wire communications are operational. [ARTEP 63-005-MTP, Task 63-1-1011]
 - e) Prepares a hasty security plan which provides minimum requirements for all subordinate elements and the FSB CP area. [ARTEP 63-005-MTP, Task 63-1-1011]
 - f) Disseminates BSA layout plan to all subordinate elements and the FSB advance/quartering party leader. [ARTEP 63-005-MTP, Task 63-1-1011]
 - 2) The FSB S2/3 section selects tentative march route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
 - a) Identifies all possible routes by conducting a map reconnaissance which includes primary and alternate locations and routes for: [ARTEP 63-005-MTP, Task 63-1-1010]

- (1) Current and proposed logistics areas (e.g., BSA, FLE, LRPs). [CGSC Text 101-6, p. 1-24]
 - (2) CSS units and supply points in the BSA or other areas in the brigade rear. [CGSC Text 101-6, p. 1-24,]
 - (3) Critical resources (potable water, etc.) [CGSC Text 101-6, p. 1-24]
 - (4) MSR from DSA to BSA. [CGSC Text 101-6, p. 1-24]
 - (5) Supply routes from BSA to LRPs. [CGSC Text 101-6, p. 1-24]
 - (6) LRPs. [FN-NTC CSS OCs]
 - (7) AXPs. [FN-NTC CSS OCs]
 - (8) Maintenance collection points. [FN-NTC CSS OCs]
 - (9) Decontamination points. [FN-NTC CSS OCs]
 - (10) ATPs. [FN-NTC CSS OCs]
 - (11) FLE locations. [AN]
- b) Identifies possible tactical implications for all possible routes in close coordination with the brigade S2 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1010]
 - c) Identifies possible problem areas and road trafficability from engineer road classification overlays and brigade intelligence summaries. [ARTEP 63-005-MTP, Task 63-1-1010]
 - d) Conducts comparative analysis of all possible routes. [ARTEP 63-005-MTP, Task 63-1-1010]
 - e) Selects best possible route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
 - f) Coordinates route selection with DISCOM SPO, brigade S3, and other FSB staff sections. [ARTEP 63-005-MTP, Task 63-1-1010]

- g) Forwards route selection to FSB S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1010]
- 3) The FSB S2/3 section selects final sites for subordinate elements and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1011]
 - a) Identifies specific missions for each subordinate element in the BSA. [ARTEP 63-005-MTP, Task 63-1-1011]
 - b) Identifies proposed locations of all subordinate elements and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1011]
 - c) Posts proposed battalion headquarters and subordinate elements' positions on the SITMAP(s). [ARTEP 63-005-MTP, Task 63-1-1011]
 - d) Coordinates proposed site selections with supported brigade S3, FSB staff, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1011]
 - e) Briefs proposed sites and rationale to the FSB commander or XO for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1011]
- 4) Route reconnaissance is conducted to confirm or refute tentative plans. [AN]
- 5) The FSB S2/3 section selects specific march route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
 - a) Consolidates all route reconnaissance party(s) data. [ARTEP 63-005-MTP, Task 63-1-1010]
 - b) Conducts comparative analysis of all data for each tentative route. [ARTEP 63-005-MTP, Task 63-1-1010]
 - c) Selects primary and secondary route(s) for each subordinate element. [ARTEP 63-005-MTP, Task 63-1-1010]
 - d) Coordinates battalion headquarters' route with headquarters and supply company commander. [ARTEP 63-005-MTP, Task 63-1-1010]
 - e) Prepares overlays using subordinate units' reconnaissance data. [ARTEP 63-005-MTP, Task 63-1-1010]

- f) Provides reconnaissance results and route selection update to the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1010]
 - g) Forwards all reconnaissance data to DISCOM, supported brigade S3, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010]
- 6) The FSB S2/3 section develops overall movement scheme for the move in coordination with the brigade S4, TF HHC commanders, and leaders of other BSA elements to resolve any support conflicts on priorities which could interfere with their movement. [ARTEP 63-005-MTP, Task 63-1-1010]
 - a) Identifies the task organization for movement with critical supplies and equipment dispersed throughout all elements. [ARTEP 63-005-MTP, Task 63-1-1010]
 - b) Assigns order of march for move by placing elements with the highest critical items in the first serial. [ARTEP 63-005-MTP, Task 63-1-1010]
 - c) Prepares road movement table(s), graphs, and overlays. (Under MOPP 4 conditions, road movement tables should be increased a minimum of three times the normal movement time.) [ARTEP 63-005-MTP, Task 63-1-1010]
 - d) Coordinates advance/quartering party composition and departure time with all BSA elements commanders. [ARTEP 63-005-MTP, Task 63-1-1010]
- 7) The FSB S2/3 section coordinates external movement support requirements. (Coordination is made with the brigade S4 and TF HHC commanders to determine requirements.) [ARTEP 63-005-MTP, Task 63-1-1010]
 - a) Coordinates additional external transportation requirements with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1010]
 - b) Coordinates route clearances with DISCOM MCO if movement is to the rear, or brigade S3 if movement is forward. [ARTEP 63-005-MTP, Task 63-1-1010]
 - c) Coordinates medical treatment and evacuation requirements and procedures with the medical company. [ARTEP 63-005-MTP, Task 63-1-1010]

- d) Coordinates security escort, fire support, and CAS requirements with brigade S3 or DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1010]
 - e) Coordinates for MP traffic circulation control support with brigade S3. [ARTEP 63-005-MTP, Task 63-1-1010]
 - f) Coordinates decontamination requirements with DISCOM SPO section and supported brigade. [ARTEP 63-005-MTP, Task 63-1-1010]
- 8) The FSB S2/3 section plans battalion advance/quartering party activities. [ARTEP 63-005-MTP, Task 63-1-1011]
- a) Identifies battalion advance/quartering party's personnel and equipment composition and limitations from the TSOP. [ARTEP 63-005-MTP, Task 63-1-1011]
 - b) Provides advance/quartering party personnel, equipment, and vehicle limitations to each subordinate unit. [ARTEP 63-005-MTP, Task 63-1-1011]
 - c) Provides assembly area location and reporting times to each subordinate unit. [ARTEP 63-005-MTP, Task 63-1-1011]
 - d) Coordinates forward staff personnel requirements with each staff section and the XO. [ARTEP 63-005-MTP, Task 63-1-1011]
 - e) Identifies all area preparation tasks that are not included in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1011]
- 9) The FSB support operations section develops support-during-movement plan to ensure continuity of DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1010]
- a) Calculates projected logistics and HSS requirements until new operational sites are established by evaluating supported brigade's current assets. [ARTEP 63-005-MTP, Task 63-1-1010]
 - b) Coordinates anticipated requirements with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1010]

- c) Provides recommendations for order of movement for companies and specific shuttling priorities for CL III and V assets. [ARTEP 63-005-MTP, Task 63-1-1010]
 - d) Establishes notification procedures to alert brigade customers “when” and “what” facilities are available during movement. [ARTEP 63-005-MTP, Task 63-1-1010]
- 10) The FSB support operations section develops the ROM plan to support brigade operations or FSB movement; plan includes:
 - a) Number of routes of march on which to conduct ROM operations.
 - b) Number of ROM sites along each route of march.
 - c) Number of refuel points at each ROM site.
 - d) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site.
 - e) Estimated amount of fuel required at each ROM site.
 - f) Anticipated MP assistance at the ROM sites.
 - g) Anticipated air defense coverage required at each ROM site.
 - h) Anticipated communications requirements at each ROM site.
 - i) Anticipated maintenance and recovery requirements at each ROM site.
- 11) The FSB S2/3 prepares necessary movement order.
 - a) The FSB S2/3 section drafts reference, time zone used, and task organization sections of the movement order. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (1) Lists all maps and overlays, charts, or other documents required to understand the order. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Transcribes time zone used throughout from DISCOM and supported brigade’s OPORD. [ARTEP 63-005-MTP, Task 63-1-1010]

- (3) Identifies task organization of FSB from DISCOM OPORD/OPLAN. [ARTEP 63-005-MTP, Task 63-1-1010]
- b) The FSB S2/3 section drafts paragraph 1 of the movement order, situation. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (1) Provides weather forecast for duration of move and its effect on route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Provides terrain analysis and its effect on the move. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (3) Lists enemy disposition, strength, and capability factors affecting the FSB movement. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (4) Lists friendly units that provide movement support to the FSB and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (5) Lists attachments and detachments initiated for movement purposes only. [ARTEP 63-005-MTP, Task 63-1-1010]
- c) The FSB S2/3 section drafts paragraph 2 of the movement order, mission. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (1) States those tasks to be accomplished addressing the elements of "who," "what," "when," and "where." [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Provides overall movement mission statement that includes the purpose of move and starting times. [ARTEP 63-005-MTP, Task 63-1-1010]
- d) The FSB S2/3 section drafts paragraph 3 of the movement order, execution. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (1) Provides brief statement on the concept of the move. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Lists all subordinate elements' taskings required to complete total FSB/BSA move. [ARTEP 63-005-MTP, Task 63-1-1010]

- (3) Lists all coordinating instructions applicable to two or more companies and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1010]
- e) The FSB S4 section drafts paragraph 4 of the movement order, service support. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (1) Lists all units and the service support they provide to at least two subordinate elements and the FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Lists all traffic control support that affects at least two subordinate elements and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (3) Lists headquarters and supply company's service support functions. [ARTEP 63-005-MTP, Task 63-1-1010]
- f) The FSB S2/3 section drafts paragraph 5 of the movement order, command and signal and the authentication section. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (1) Lists position of command group in the headquarters and supply company move and the location of FSB headquarters during the battalion move. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (2) Lists CP closing and opening times and new location(s). [ARTEP 63-005-MTP, Task 63-1-1010]
 - (3) Lists all signal type information. List includes effective SOI instructions on the use of radio and pyrotechnics and any restrictions or special communication procedures. [ARTEP 63-005-MTP, Task 63-1-1010]
 - (4) Lists acknowledgment instructions' appropriate signature block and distribution instructions. [ARTEP 63-005-MTP, Task 63-1-1010]
- f. The FSB XO or S2/3 ensures that the FSB OPORD and movement order are characterized by: [FM 101-5 Annex H]
 - 1) Clarity. [AN]

- 2) Simplicity. [AN]
 - 3) Completeness. [AN]
 - 4) Authoritative expression. [AN]
 - 5) Flexibility. [AN]
 - 6) Provision of sufficient time for subordinates to plan and prepare their own actions. [AN]
 - 7) Ensures maximum freedom of action for subordinate commanders. [AN]
 - 8) Makes maximum use of overlays or graphics. [AN]
 - 9) Uses most permissive control measures possible. [AN]
 - 10) Is not unnecessarily redundant. [AN]
 - 11) Inclusion of specific friendly information requirements. [AN]
 - 12) Statements of DISCOM and brigade commanders' intents. [AN]
 - 13) Reflection of integration and coordination of actions. [AN]
 - 14) Inclusion of statement of essential tasks that subordinate units must accomplish. [AN]
- g. The FSB XO supervises the production of the FSB OPORD.
- 1) The FSB staff rapidly produces an accurate FSB OPORD in sufficient copies by performing trained and drilled tasks and responsibilities. Employs the necessary staff. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 2) The FSB XO ensures that FSB OPORD is coordinated with all BSA tenant units. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 3) The FSB XO ensures that FSB OPORD is submitted to the commander for approval or approves the FSB OPORD in the absence of the commander. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 4) The FSB commander receives, reviews, approves, and releases the order. [ARTEP 63-005-MTP, Task 63-1-1009]

- 5) The FSB S2/S3 section reproduces the FSB OPORD in sufficient copies per TSOP. [AN]
-
- h. The FSB commander, using the MDMP in a time-constrained environment, directs the staff to utilize pre-formatted orders and graphics to reduce preparation time. [NTC O/C input]
 - i. The FSB support operations section provides logistics planning support to the brigade S4.
 - 1) Information pertaining to the FSB's capability to provide DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - a) Identifies division support priorities and sustainment controls for supplies, field services, maintenance, transportation, and HSS assets. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Provides current capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Provides known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 2) Supply support.
 - b) Provides instructions and procedures for FSB's participation in weapon replacement system. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Provides instructions and procedures for night and reduced visibility resupply operations. [ARTEP 63-005-MTP, Task 63-1-1013]
 - e) Identifies all locations of all subordinate companies and their distribution points in coordination with FSB S2/3 section and subordinate companies. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Identifies all DS units that provide supplies to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - g) Identifies staff coordination channels for additional supply requirements. [ARTEP 63-005-MTP, Task 63-1-1013]

- 3) Planning assistance for maintenance support to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Calculates total projected maintenance workload by type mission of the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - h) Designates all subordinate units that provide maintenance support within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - i) Identifies all locations of subordinate company's maintenance facilities in coordination with FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - l) Provides the brigade S4 with a projection of availability of equipment at mission execution. [AN]
- 4) Transportation support. [ARTEP 63-005-MTP, Task 63-1-1013]
 - a) Identifies all transportation assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Calculates total projected transportation requirements based on type of operations and tentative location of BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Identifies transportation sustainment controls in coordination with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Identifies transportation priorities in coordination with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Identifies all subordinate units that provide transportation support and the type they provide. [ARTEP 63-005-MTP, Task 63-1-1013]
 - g) Develops back-haul plan for evacuation of equipment and supplies from the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- j. The FSB support operations section plans and coordinates for HSS for the brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 1) Develops medical treatment and evacuation plans with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]

- 3) Develops mass casualty procedures with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 4) Develops operating procedures and plans for stationing of evacuation aircraft with the DISCOM DMOC and the medical company. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 5) Plans location(s) of all health service facilities in the DSA and BSA with the DISCOM DMOC, brigade S4, and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
- k. The FSB support operations section plans and coordinates for field service support for the brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
- 1) Develops procedures for requesting field service support with the DISCOM SPO section and brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 2) Plans location(s) for GRREG collection points with the brigade S4 and the supply company. [ARTEP 63-005-MTP, Task 63-1-1013]
- l. The FSB S2/3 section plans an OPSEC program for current operations. [ARTEP 63-005-MTP, Task 63-1-1038]
- 1) Identifies established policies and procedures by reviewing TSOP. [ARTEP 63-005-MTP, Task 63-1-1038]
 - a) Lists enemy intelligence collection capabilities by extracting information from the division and brigade OPSEC estimates or annex. [ARTEP 63-005-MTP, Task 63-1-1038]
 - b) Lists EEFI from the brigade OPSEC estimate or annex. [ARTEP 63-005-MTP, Task 63-1-1038]
 - c) Lists indicators which affect or may compromise the EEFI. [ARTEP 63-005-MTP, Task 63-1-1038]
 - d) Lists all countermeasure requirements by reviewing the brigade OPSEC estimate or annex and the FSB operations profile. [ARTEP 63-005-MTP, Task 63-1-1038]
 - e) Prepares the BSA OPSEC plan. The OPSEC plan implements CP policies and procedures to overcome or neutralize the enemy's collection threat in the areas of communications, intelligence,

logistics, and administrative actions. [ARTEP 63-005-MTP, Task 63-1-1038]

Outcome 2

FSB written and verbal orders are received in no more than 1/3 of the available time and are understood by key participants and subordinates.

Task Elements

2. **The forward support battalion receives an order initiating a new mission from higher headquarters.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5; and FM 63-20]
 - a. The FSB commander designates an officer (normally the FSB S2/3 or support operations officer) and the medical company commander (in the capacity as the brigade surgeon) to attend the brigade's mission analysis at the brigade TOC, unless he decides to attend personally. (This normally occurs shortly after receiving a WARNO from the brigade [predicated on the brigade's receipt of the division order] and requires coordination with the brigade S3 on when and where the mission analysis will be conducted. During brigade mission analysis the FSB representative conducts support operations mission analysis for the supported brigade. This becomes the basis for the FSB's conduct of planning in parallel with that of the brigade and the DISCOM). [AN]
 - d. The FSB commander and XO determine the process to brief and inform the entire battle staff on the content of the DISCOM and brigade orders in the fastest time possible. [ARTEP 63-005-MTP, Task 63-1-1001]
 - i. The FSB S2/3 issues the initial WARNO to the FSB units and all BSA elements. [FM 101-5, pp. 4-7 through 4-40]
 - j. The FSB XO and S2/3 develop planning and preparation timeline for the staff. [ARTEP 63-005-MTP, Task 63-1-1001]
 - k. As required, the FSB commander employs the military decision-making process (MDMP) in a time-constrained environment: [AN]
 - 1) Assembles the staff.
 - 2) Identifies critical information needed prior to mission analysis; for example:
 - a) Location and status of all battalion staff officers and other BSA element leaders.

- b) Staff planning timeline.
- 3. **The forward support battalion commander and staff conduct mission analysis.**
[ARTEP 63-005-MTP, Task 63-1-1001, 63-1-1002 and 63-1-1003; and FM 101-5, Chap 4]
 - a. The FSB XO leads the staff in conducting mission analysis.
 - 2) FSB mission analysis is conducted in the context of parallel planning and also is based on: [FM 101-5, p. 4-11; AN]
 - a) The brigade WARNO and initial results of the brigade mission analysis.
 - b) The DISCOM WARNO.
 - k. The FSB XO and FSB S2/S3 perform a planning and preparation time analysis.
[ARTEP 63-005-MTP, Task 63-1-1001]
 - 1) Calculate total time remaining before execution of upcoming operations.
[ARTEP 63-005-MTP, Task 63-1-1001]
 - 2) Identify all steps in the command estimate process. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 3) Assign time limitation for each step in the command estimate process (e.g., staff estimate paragraph development) so that the orders process does not exceed one-third of the total time remaining before execution. [ARTEP 63-005-MTP, Task 63-1-1001]
 - 4) Disseminate timeline limitations to all staff sections. [ARTEP 63-005-MTP, Task 63-1-1001]
 - l. The FSB XO and S2/3 finalize the planning and preparation timeline. [ARTEP 63-005-MTP, Task 63-1-1001]
 - q. The FSB XO and FSB staff brief the commander on mission analysis, gain approval of timeline for operations, restated mission, and receive planning guidance.
[ARTEP 63-005-MTP, Task 63-1-1001]
 - r. If necessary, the FSB commander uses the MDMP in a time-constrained environment for mission analysis: [FM 101-5, Chap 4, p. 4-15]
 - 1) Conducts a mission analysis by himself. [AN]

- 2) Conducts a “brainstorming” mission analysis session with the FSB staff. [AN]
4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5, Chap 4; and FM 63-20]
- a. The FSB XO ensures that the FSB WARNOs are prepared and issued in 5-paragraph format to: [FM 101-5, p. H-130]
 - 1) Provide timeline for major events which are associated with mission execution. [FM 101-5, p. H-13]
 - 2) Provide enough detail to focus planning by subordinate unit commanders and staff. [FN - IN School]
 - 3) Provide essential details of the impending FSB and brigade operation. [FM 101-5, p. 4-55, H-13]
 - 4) Provide for parallel planning with the brigade TOC. [AN]
 - c. The FSB S2/3 issues the WARNO and: [FM 101-5, pp. 4-55, H-13]
 - 1) Ensures that subordinate unit commanders and staff have maximum planning time. [FM 101-5, p. 4-55, H-13]
 - 2) Ensures that all BSA units and staff members receive a copy of the WARNOs. [AN]
 - d. The FSB commander directs the FSB S2/3 to issue WARNOs as frequently as feasible to all subordinate units, informing them of pending operations. [ARTEP 63-005-MTP, Task 63-1-1001]
 - e. As required, the FSB commander uses the MDMP in a time-constrained environment. Options: [FM 101-5, Chap 4, p. 4-15]
 - 1) Personally develops the WARNO.
 - 2) Issues the WARNO via the most expeditious means; e.g., hot loop, net call, commanders, and staff huddle.
5. **The forward support battalion commander issues initial planning guidance.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5, Chap 4]

- a. The FSB commander issues clear guidance that focuses the staff so that they may quickly develop planning options or perform the tasks necessary to support the commander. [FM 101-5, p. 4-17]
- d. The FSB representative, at the brigade COA development and war-gaming, utilizes information based on COA refinement and decisions of the FSB battalion commander.
- e. The FSB commander, when employing the MDMP in a time-constrained environment, issues planning guidance that: [FM 101-5, p. 4-16; FM 6-20-10, Chap 2; FN - IN School]
 - 1) Provides more detailed and directive guidance to shorten planning time.
 - 2) Adds focus to staff planning by stating options the staff should not consider.
 - 3) Describes restrictions on planning (e.g., timelines).
- 6. **The forward support battalion commander and staff prepare staff estimates.** [ARTEP 63-005-MTP, Task 63-1-1001, 63-1-1004, 63-1-1005, 63-1-1006, 63-1-1007 and 63-1-1008; FM 101-5, Chap 4]
 - a. The FSB staff receives staff estimate information from the brigade S4 and/or from the FSB representative attending the supported brigade's planning sessions. [FM 63-20, Chap 3; AN]
 - d. As required, the FSB commander employs the time-constrained MDMP by: [AN]
 - 1) Focusing the staff on developing estimates by giving specific guidance on the information desired; e.g.:
 - a) Time constraints.
 - b) Steps/factors not to consider.
 - c) Status of critical supplies which are mission dependent:
 - (1) CL III and V in offensive operations.
 - (2) CL IV and V in defensive operations.
 - d) Status of road networks and transportation assets.
 - 2) Directing the staff to prepare oral versus written estimates.

7. **The forward support battalion commander and staff develop course(s) of action.**
[ARTEP 63-005-MTP; FM 101-5, Chap 4; FM 63-20]

- j. The FSB commander, when employing the MDMP in a time-constrained environment may: [FM 101-5, p. 4-44]
 - 1) Limit the number of COAs to be considered.
 - 2) Give the staff a specific COA or more specific guidance on how to develop COA.
 - 3) Develop the COA(s) alone.
 - 4) Remain with the staff and participate in developing the COA(s).

8. **The forward support battalion commander and staff analyze course(s) of action.**
[ARTEP 63-005-MTP, Task 63-1-1003 and 63-1-1012; FM 8-55, Chap 3 and 4; FM 101-5, Chap 4, F-27. C-44/45; CGSC ST 101-5, CGSC ST 101-6; LL-CALL Newsletter No. 92-5, p. 2, 5, 8, 9]

- n. The FSB commander directs the war-gaming process during the MDMP in a time-constrained environment. He ensures that: [FM 101-5, p. 4-42]
 - 1) All the steps of the war-gaming process are performed. [AN]
 - 2) There is adherence to all required war-gaming principles. [AN]
 - 3) As many of the staff are assembled for the war-gaming as possible, given the tactical situation. [AN]
 - 4) All aspects of FSB staff input and BSA capabilities/status are considered. [AN]
 - 5) Where possible, less time-consuming war-gaming methods are used, such as the critical points (box method). [AN]

9. **The forward support battalion staff compares courses of action.** [ARTEP 63-005-MTP, Task 63-1-1008; FM 101-5, Chap 4]

- g. The FSB commander directs comparison of COAs during the MDMP in a time-constrained environment and: [FM 101-5, p. 4-42]
 - 1) Uses generic COA decision/comparison matrices to save time. [AN]

- 2) Reduces the number of comparison criteria. [AN]
10. **The forward support battalion commander announces decision.** [ARTEP 63-005-MTP, Task 63-1-1008; FM 101-5, Chap 4]
 - d. The FSB commander provides a decision and concept of operations. [ARTEP 63-005-MTP, Task 63-1-1008]
 - 5) The FSB commander directs the FSB XO or S2/3 to issue WARNO to subordinate elements with the following minimum information: [ARTEP 63-005-MTP, Task 63-1-1008]
 - a) Mission.
 - b) Time of execution.
 - c) Earliest time of movement.
 - d) Time and location of FSB OPORD issue.
 - e) Time check.
 - e. The FSB support operations officer provides information relative to the brigade order and annexes to the brigade S1 and S4 for inclusion in the brigade order and annexes. [FM 63-20, Chaps 3 and 6]
 - g. The FSB XO forwards approved site selections to DISCOM SPO, brigade main CP, FSB staff, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1011]
 - i. The FSB commander, using the MDMP in a time-constrained environment, announces his decision with the same precision, completeness, and clarity as in a more deliberate process. [FM 101-5, Chap 4, p. 4-44]
 11. **The forward support battalion staff prepares an operations order.** [ARTEP 63-005-MTP, Task 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051 and 63-1-R326; FM 101-5, Chap 4, Annex H, CGSC ST 101-6, p. 1-24/25; LL CALL Newsletter No. 94-2, p. II-4, 92-5, pp. 8, 9]
 - a. The FSB commander, or his designated representative, is present at the times the brigade and DISCOM OPORDs are issued. The FSB XO and staff conduct a quick mission relook of the brigade and DISCOM OPORD prior to finalizing the FSB OPORD. The brigade surgeon (medical company commander) provides any additional relevant input derived from the brigade planning process prior to

departing the brigade TOC. Upon receipt of the brigade and DISCOM OPORDs, the staff will carefully review the respective orders to determine what modifications they need to make in the FSB orders development process. [AN]

- b. The FSB staff, under the supervision of the FSB XO, develops and issues a WARNO that includes critical information based on results of COA analysis and commander's decision. The WARNO: [Lessons Learned, NTC Observer Controller Comments; FM 101-5, p. 4-74]
 - 1) Initiates R&S operations in the BSA and surrounding AI. [AN]
 - 2) Outlines logistical support concept for the next operation. [AN]
 - 3) Addresses special requirements to particular units. [AN]
 - 4) Outlines the CCIR. [AN]
 - 5) Updates enemy situation. [AN]
 - 6) Initiates movement, if required. [AN]
 - 7) Updates the timeline for orders preparation and implementation. [AN]
 - 8) Specifies tasks to units. [AN]
 - 9) Provides the FSB mission statement. [AN]
 - 10) Provides the FSB commander's intent. [AN]
 - 11) Provides minimal control measures. [AN]
- c. The FSB staff, under the supervision of the FSB XO, converts the war-gaming notes and commander's guidance into a written order. [FM 101-5, p. 4-35]
 - 16) The FSB S2/3 section prepares the OPSEC plan/annex. [ARTEP 63-005-MTP, Task 63-1-1012]
 - h) Disseminates OPSEC plan to all FSB staff sections and subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1012]
- e. FSB XO supervises the staff to develop a movement order in the event the BSA is required to relocate in support of the brigade commander's concept. [FM 63-20, Chap 5]

- 1) The FSB S2/3 section formulates a tentative BSA and CP area layout plan. [ARTEP 63-005-MTP, Task 63-1-1011]
 - f) Disseminates BSA layout plan to all subordinate elements and the FSB advance/quartering party leader. [ARTEP 63-005-MTP, Task 63-1-1011]
- 4) Route reconnaissance is conducted to confirm or refute tentative plans. [AN]
- 5) The FSB S2/3 section selects specific march route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
 - g) Forwards all reconnaissance data to DISCOM, supported brigade S3, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010]
- 6) The FSB S2/3 section develops overall movement scheme for the move in coordination with the brigade S4 and TF HHC commanders to resolve any support conflicts on priorities which could interfere with their movement. [ARTEP 63-005-MTP, Task 63-1-1010]
 - d) Coordinates advance/quartering party composition and departure time with all BSA elements commanders. [ARTEP 63-005-MTP, Task 63-1-1010]
- 8) The FSB S2/3 section plans battalion advance/quartering party activities. [ARTEP 63-005-MTP, Task 63-1-1011]
 - a) Identifies battalion advance/quartering party's personnel and equipment composition and limitations from the TSOP. [ARTEP 63-005-MTP, Task 63-1-1011]
 - b) Provides advance/quartering party personnel, equipment, and vehicle limitations to each subordinate unit. [ARTEP 63-005-MTP, Task 63-1-1011]
 - c) Provides assembly area location and reporting times to each subordinate unit. [ARTEP 63-005-MTP, Task 63-1-1011]
 - d) Coordinates forward staff personnel requirements with each staff section and the XO. [ARTEP 63-005-MTP, Task 63-1-1011]
 - e) Identifies all area preparation tasks that are not included in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1011]

- f) Briefs battalion advance/quartering party leader on area preparation, vehicles, equipment, and options caused by change in METT-T. [ARTEP 63-005-MTP, Task 63-1-1011]
- f. The FSB XO or S2/3 ensures that the FSB OPORD and movement order are characterized by: [FM 101-5 Annex H]
 - 6) Provision of sufficient time for subordinates to plan and prepare their own actions. [AN]
- g. The FSB XO supervises the production of the FSB OPORD.
 - 2) The FSB XO ensures that FSB OPORD is coordinated with all BSA tenant units. [ARTEP 63-005-MTP, Task 63-1-1009]
- h. The FSB commander, using the MDMP in a time-constrained environment, directs the staff to utilize pre-formatted orders and graphics to reduce preparation time. [NTC O/C input]
- 1. The FSB S2/3 section plans an OPSEC program for current operations. [ARTEP 63-005-MTP, Task 63-1-1038]
 - 2) Disseminates OPSEC plan to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1038]
- 12. **The forward support battalion commander and staff issue the operations order.** [ARTEP 63-005-MTP, Task 63-1-1009 and 63-1-1024; FM 101-5, Chap 4; FM 63-20]
 - a. The FSB commander conducts the FSB OPORD briefing. [FM 101-5, p. 4-59]
 - 1) The FSB commander personally issues the FSB OPORD, if possible, with all key individuals present, to include the senior leaders from all BSA elements. [FM 101-5, p. 4-59]
 - 2) A briefing sequence is determined by the FSB XO and is followed. [AN]
 - 3) As appropriate, FSB staff officers brief portions of the OPORD. [AN]
 - 4) The FSB commander and staff issue FSB OPORD at a location critical to FSB operations, if possible, and at a location that reduces travel time and enhances OPSEC. [FM 101-5, p. 4-59]

- 5) The FSB commander and staff use sketch charts and graphic aids to the extent possible. [FM 101-5, p. 4-59]
- 6) The FSB staff and subordinate commanders and senior BSA element leaders must be alert and attentive during briefing. [FM 101-5, p. 4-59]
- 7) The FSB commander conducts confirmation briefings after the FSB OPORD is given. [FM 101-5, p. 4-59]
 - a) Subordinates repeat back to the commander what he wants them to do and why.
 - b) The FSB commander must ensure that the FSB OPORD is understood by all to include:
 - (1) Mission. [AN]
 - (2) Specified, implied, and essential tasks. [AN]
 - (3) Commander's intent. [AN]
 - (4) Concept of operation. [AN]
 - (5) Role of all subordinates and timing to complete tasks. [AN]
 - (6) Timing of and guidance for subsequent back briefs and rehearsals. [AN]
 - c) The FSB commander stresses troop leading procedures to be certain that the mission and his intent are understood by all personnel in the BSA.
- 8) After FSB OPORD backbrief, subordinate leaders and staff conduct necessary coordination before leaving orders site. [FM 101-5, p. 4-59]
- b. The FSB commander ensures that the OPORD is issued in about 1/3 time available for planning.
 - 1) The FSB S2/3 section prepares appropriate number of copies of FSB OPLAN/OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 2) The FSB S2/3 section distributes FSB OPLAN/OPORD to all appropriate staff sections and organic and attached units. [ARTEP 63-005-MTP, Task 63-1-1009]

- 3) FSB support operations section forwards continuity of operations plan to the support operations officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 4) FSB support operations section forwards approved continuity of operations plan to all subordinate units. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 5) All key commanders/leaders (to include all BSA elements) receive a copy of the FSB OPORD with overlay, execution matrix, and enemy SIT TEMP. [AN]
- c. The FSB S2/3 section distributes FSB OPLAN/OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
- d. The FSB support operations section describes short-term computer outage measures (e.g., what manual procedures and backup automated procedures can be implemented in the event of loss of DS computer support). [ARTEP 63-005-MTP, Task 63-1-1024]
- 1) Provides instructions for processing high-priority requests. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 2) Provides instructions for processing low-priority requests. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 3) Provides instructions for updating records when system is operational again. [ARTEP 63-005-MTP, Task 63-1-1024]
- e. The FSB support operations section describes long-term outage measures (e.g., what manual procedures and backup automated procedures can be implemented in the event of loss of DS computer support). [ARTEP 63-005-MTP, Task 63-1-1024]
- 1) Provides instructions for processing requests. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 2) Provides instructions for processing high-priority requests. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 3) The FSB support operations officer provides instructions for setting up manual stock records in accordance with DA Pam 710-2-2. [ARTEP 63-005-MTP, Task 63-1-1024]

- f. The FSB commander, when using the MDMP in a time-constrained situation, may choose to issue the FSB order by: [FM 101-5, p. 4-43]
 - 1) Issuing a verbal order. [FM 101-5, p. 4-59]
 - 2) Issuing the order concurrently with staff preparing supporting overlays, matrices, and annexes. [AN]
 - 3) Issuing the order on-the-ground with subordinate commanders and BSA element senior leaders. [AN]
 - 4) The FSB staff providing only minimal products to facilitate oral order. [AN]
 - 5) Issuing an overlay order. [AN]

Outcome 3

Sufficient hard copies of battalion orders and all key accompanying documents are provided to key personnel in accordance with tactical standing operating procedures (TSOP).

Task Elements

- 3. **The forward support battalion commander and staff conduct mission analysis.** [ARTEP 63-005-MTP, Task 63-1-1001, 63-1-1002 and 63-1-1003; and FM 101-5, Chap 4]
 - m. The FSB S2/3 intelligence NCO conducts IPB. He receives initial IPB information from the brigade S2 which forms the basis of his IPB. [ARTEP 63-005-MTP, Task 63-1-1002]
 - 7) The FSB S2/3 section prepares final draft of the analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1002]
 - c) Identifies distribution requirements. [ARTEP 63-005-MTP, Task 63-1-1002]
 - d) Coordinates reproduction of required copies with the S1 section. [ARTEP 63-005-MTP, Task 63-1-1002]
 - e) Distributes analysis of the AO to all FSB units and BSA elements. [ARTEP 63-005-MTP, Task 63-1-1002]

4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5, Chap 4; and FM 63-20]
 - c. The FSB S2/3 issues the WARNO and: [FM 101-5, pp. 4-55, H-13]
 - 2) Ensures that all BSA units and staff members receive a copy of the WARNOs. [AN]
11. **The forward support battalion staff prepares an operations order.** [ARTEP 63-005-MTP, Task 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051 and 63-1-R326; FM 101-5, Chap 4, Annex H, CGSC Text 101-6, p. 1-24/25; LL CALL Newsletter No. 94-2, p. II-4, CALL Newsletter No. 92-5, pp. 8, 9]
 - c. The FSB staff, under the supervision of the FSB XO, converts the war-gaming notes and commander's guidance into a written order. [FM 101-5, p. 4-35]
 - 10) The FSB S2/3 section prepares the rear operations annex. [ARTEP 63-005-MTP, Task 63-1-1014]
 - e) Distributes annex to all appropriate FSB staff and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1014]
 - 15) The FSB S2/3 section NBC NCO prepares the NBC defense annex. [ARTEP 63-005-MTP, Task 63-1-1040]
 - w) Disseminates NBC defense plan to all appropriate staffs members and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1012]
 - 18) The FSB S1 section prepares the personnel portion and annex to the FSB OPORD.
 - a) The FSB S1 section prepares the internal FSB medical support plan/annex. [ARTEP 63-005-MTP, Task 63-1-1042]
 - (10) Disseminates medical support plan to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1042]
 - g. The FSB XO supervises the production of the FSB OPORD.
 - 1) The FSB staff rapidly produces an accurate FSB OPORD in sufficient copies by performing trained tasks and responsibilities. [ARTEP 63-005-MTP, Task 63-1-1009]

- 5) The FSB S2/S3 section reproduces the FSB OPORD in sufficient copies per TSOP. [AN]
1. The FSB S2/3 section plans an OPSEC program for current operations. [ARTEP 63-005-MTP, Task 63-1-1038]
 - 2) Disseminates OPSEC plan to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1038]
12. **The forward support battalion commander and staff issue the operations order.** [ARTEP 63-005-MTP, Task 63-1-1009 and 63-1-1024; FM 101-5, Chap 4; FM 63-20]
 - a. The FSB commander conducts the FSB OPORD briefing. [FM 101-5, p. 4-59]
 - 1) The FSB commander personally issues the FSB OPORD, if possible, with all key individuals present, to include the senior leaders from all BSA elements. [FM 101-5, p. 4-59]
 - 5) The FSB commander and staff use sketch charts and graphic aids to the extent possible. [FM 101-5, p. 4-59]
 - b. The FSB commander ensures that the OPORD is issued in about 1/3 time available for planning.
 - 1) The FSB S2/3 section prepares appropriate number of copies of FSB OPLAN/OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 2) The FSB S2/3 section distributes FSB OPLAN/OPORD to all appropriate staff sections and organic and attached units. [ARTEP 63-005-MTP, Task 63-1-1009]
 - 4) FSB support operations section forwards approved continuity of operations plan to all subordinate units. [ARTEP 63-005-MTP, Task 63-1-1024]
 - 5) All key commanders/leaders (to include all BSA elements) receive a copy of the FSB OPORD with overlay, execution matrix, and enemy SIT TEMP. [AN]
 - c. The FSB S2/3 section distributes FSB OPLAN/OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
 - f. The FSB commander, when using the MDMP in a time-constrained situation, may choose to issue the FSB order by: [FM 101-5, p. 4-43]

- 1) Issuing a verbal order. [FM 101-5, p. 4-59]
- 2) Issuing the order concurrently with staff preparing supporting overlays, matrices, and annexes. [AN]
- 3) Issuing the order on-the-ground with subordinate commanders and BSA element senior leaders. [AN]
- 4) The FSB staff providing only minimal products to facilitate oral order. [AN]
- 5) Issuing an overlay order. [AN]

Outcome 4

Logistics support to the brigade, other FSB operations, and command and control continue during the planning process.

Task Elements

1. **The forward support battalion commander and staff direct and lead the forward support battalion during planning for the battle.**
 - a. The FSB commander provides command presence and leadership to soldiers, leaders, and units of the BSA. [FM 63-20, Chap 3]
 - b. The FSB commander and XO conduct command group operations. [ARTEP 63-005-MTP, Task 63-1-1045]
 - 1) Command group is located where it can control the FSB during the planning phase. [FM 63-20, pp. 2-4, 3-12, and 5-7 - 5-9]
 - 2) CPs and command group move, position, and survive. [FM 63-20, App A]
 - c. The FSB XO and S2/3 ensure that communications are maintained. [FM 63-20, Chap 4]
 - 1) CPs establish radio communications. [FM 63-20, p. 4-15]
 - 2) CPs establish alternate communication means. [FM 63-20, p. 5-2]
 - 3) CPs maintain communications. [FM 63-20, Chap 4 and p. 5-2]

- d. The FSB staff, under the supervision of the XO, conducts actions to establish and maintain a CP. [FM 63-20, p. 3-11]
 - 1) The FSB S2/3 ensures that CPs establish security to provide early warning. [FM 63-20, pp. 5-10 and 5-14]
 - 2) The FSB S2/3 ensures that FSB/BSA CPs establish perimeter defense. [FM 63-20, pp. 5-11 and 5-13 - 5-14]
 - a) The FSB S2/3 ensures the establishment of an immediate reaction force. [FM 63-20, pp. 5-13]
 - b) The FSB S2/3 oversees the upgrade of defensive positions, hardening of fighting positions, camouflage of equipment and facilities, construction of overhead cover, emplacement of obstacles, clearing of fields of fire, and provision of air guards. [FM 63-20, pp. 5-13 and 5-14]
 - c) The FSB S2/3 and NBC noncommissioned officer (NCO) ensure that the establishment of NBC defense. [FM 63-20, App B]
- e. The FSB S2/3 integrates employment of fire support. [FM 63-20, p. 5-9]
 - 1) Plans fires in support of FSB and BSA tenant elements. [FM 63-20, pp. 5-9 and 5-11]
 - 2) Directs and monitors fires in support of FSB defensive operations, particularly R&S. [FM 63-20, p. 5-9]
- f. The FSB S2/3 and NBC NCO direct and monitor NBC operations. [FM 63-20, App B]
 - 1) FSB NBC operations. [ARTEP 63-005-MTP, Task 63-1-1040]
 - 2) CPs' reaction to a chemical attack. [ARTEP 63-005-MTP, Task 63-2-R334]
 - 3) CPs' crossing of contaminated areas as required. [ARTEP 63-005-MTP, Task 63-2-1005/R226]
 - 4) CPs' performance of hasty decontamination as required. [ARTEP 63-005-MTP, Task 63-1-1018]
- g. The FSB S2/3 ensures that CPs react to indirect fire per the TSOP. [FM 63-20, p. 5-9]

- h. The FSB S2/3 directs and monitors BSA air defense operations. [FM 63-20, p. 5-10; ARTEP 63-005-MTP, Task 63-1-1014]
 - 1) All CPs take passive air defense measures through the practice of OPSEC, to include camouflage of equipment and facilities and dispersion.
 - 2) All CPs defend against air attack per TSOP and through the employment of brigade air defense elements assigned to provide air defense coverage to the BSA. [ARTEP 63-005-MTP, Task 63-2-R308]
- i. The FSB staff directs the accomplishment of CSS operations. [FM 63-20, p. 2-2]
 - 1) The FSB support operations officer directs and monitors FSB CSS operations. [FM 63-20, p. 2-2]
 - a) The FSB Company A conducts supply operations for the field trains (LOGPACs) and combat trains. [FM 63-20, p. 5-7]
 - b) All FSB companies performs periodic maintenance services and the FSB Company B performs DS maintenance service for all customers. [FM 63-20, p. 6-6 and Chap 8]
 - c) The FSB Company B performs periodic maintenance collection point (MCP) activities. [FM 63-20, p. 6-6 and Chap 8]
 - d) The FSB companies perform recovery, repair, and return of non-mission capable (NMC) equipment. [FM 63-20, p. 8-5]
 - e) The FSB Company C performs preventative health activities. [FM 63-20, p. 9-4]
 - f) The FSB Company C performs treatment, evacuation, and reporting of all casualties. [FM 63-20, Chap 9]
 - g) The FSB supports BSA medical activities and provides DS HSS for all customers. [FM 63-20, p. 6-7 and Chap 9]
 - h) The FSB S2/3 NBC non-commissioned officer (NCO) ensures that supplies are protected from NBC contamination. [FM 63-20, p. 6-5 and App B]
 - i) The FSB performs GRREG services. [FM 63-20, pp. 6-3 and 6-7]

- 2) The FSB S1 and S4 ensure that FSB companies conduct CSS operations in support of the FSB. [FM 63-20, p. 2-2]
 - a) Treat, evacuate, and report FSB casualties. [FM 63-20, pp. 6-7 and Chap 9]
 - b) Perform maintenance on FSB CPs' vehicles and equipment. [FM 63-20, p. 6-7]
 - c) Conduct resupply operations. [FM 63-20, P. 6-7]
 - j. The FSB S2/3 ensures that the BSA maintains OPSEC. [FM 63-20, p. 4-25 and 5-13]
 - 1) Conducts OPSEC activities associated with the FSB/BSA C2 operations. [FM 63-20, Chap 5 and 6]
 - 2) Directs and monitors FSB/BSA OPSEC. [FM 63-20, Chap 5 and 6]
 - 3) Directs and leads FSB/BSA R&S operations. [FM 63-20, Chap 5 and 6]
 - k. FSB staff coordinates for rear operations.
 - 1) The FSB S2/3 section coordinates rear operations for FSB elements in other areas of responsibility. [ARTEP 63-005-MTP, Task 63-1-1014]
 - 2) Coordinates FSB subordinate elements' responsibilities when in the maneuver battalion's area. [ARTEP 63-005-MTP, Task 63-1-1014]
 - 3) Establishes rear operations policies, procedures, and reports for FSB units outside the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
2. **The forward support battalion receives an order initiating a new mission from higher headquarters.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5; and FM 63-20]
 - g. The FSB support operations officer provides input for development of the brigade and DISCOM OPORDs. [STP 21-II-MQS: 01-9007.01-0250, 03-9001.12-0003; ARTEP 63-005-MTP, Task 63-1-1001]
 - h. The FSB S2/3 provides an information briefing to the brigade rear CP and the DISCOM SPO section, which includes: [FM 63-20, Chap 3]
 - 1) Estimated deployment time. [AN]

- 2) Current status of assets and task organization to brigade rear CP and DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1001]
5. **The forward support battalion commander issues initial planning guidance.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5, Chap 4]
 - d. The FSB representative, at the brigade COA development and war-gaming, utilizes information based on COA refinement and decisions of the FSB battalion commander.
6. **The forward support battalion commander and staff prepare staff estimates.** [ARTEP 63-005-MTP, Task 63-1-1001, 63-1-1004, 63-1-1005, 63-1-1006, 63-1-1007 and 63-1-1008; FM 101-5, Chap 4]
 - c. Each FSB staff member prepares an estimate for his area of responsibility: [AN]
 - 6) The FSB support operations section prepares paragraphs 1 and 2 of the support operations estimate. [ARTEP 63-005-MTP, Task 63-1-1007]
 - c) The FSB support operations officer coordinates support planning with supported elements (Bde S4, TFs' HHC commanders, and representatives of other supported units located in the BSA). [STP 21-II-MQS: 03-9001.13-0001; ARTEP 63-005-MTP, Task 63-1-1001]
10. **The forward support battalion commander announces decision.** [ARTEP 63-005-MTP, Task 63-1-1008; FM 101-5, Chap 4]
 - e. The FSB support operations officer provides information relative to the brigade order and annexes to the brigade S1 and S4 for inclusion in the brigade order and annexes. [FM 63-20, Chaps 3 and 6]
 - f. The FSB XO forwards staff reports concerning limitations and constraints on the support mission and the protection of bases in the BSA to the brigade S3 and DISCOM SPO sections. [ARTEP 63-005-MTP, Task 63-1-1011]
 - g. The FSB XO forwards approved site selections to DISCOM SPO, brigade main CP, FSB staff, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1011]
11. **The forward support battalion staff prepares an operations order.** [ARTEP 63-005-MTP, Task 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051 and 63-1-R326; FM 101-5, Chap 4, Annex H, CGSC ST 101-6, p. 1-24/25; LL CALL Newsletter No. 94-2, p. II-4, 92-5, pp. 8, 9]

- i. The FSB support operations section provides logistics planning support to the brigade S4.
 - 1) Information pertaining to the FSB's capability to provide DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - a) Identifies division support priorities and sustainment controls for supplies, field services, maintenance, transportation, and HSS assets. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Provides current capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Provides current status of all deadlined tube-launched, optically tracked, wire-guided missiles (TOWs); dragons; automatic weapon systems; and key items of equipment and vehicles. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Provides projection on availability of all deadlined TOWs, dragons, automatic weapon systems, and key items of equipment and vehicles. [AN]
 - e) Provides contact team availability for current on-site repairs. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Provides known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 2) Supply support.
 - a) Provides instructions for request, storage, and distribution of supplies in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Provides instructions and procedures for FSB's participation in weapon replacement system. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Provides instructions and procedures for airdrop and sling load resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Provides instructions and procedures for night and reduced visibility resupply operations. [ARTEP 63-005-MTP, Task 63-1-1013]

- e) Identifies all locations of all subordinate companies and their distribution points in coordination with FSB S2/3 section and subordinate companies. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Identifies all DS units that provide supplies to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - g) Identifies staff coordination channels for additional supply requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- 3) Planning assistance for maintenance support to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Provides information about maintenance capabilities. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Calculates total projected maintenance workload by type mission of the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Provides instructions for request, recovery, evacuation, repair, and return of items for wheeled and track, aviation, missile, and other commodity maintenance operations in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Provides policies and procedures for maintenance sustainment management systems in coordination with DMMC and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - e) Provides instructions for request, storage, and distribution of repair parts within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Provides instructions and procedures for night and reduced visibility maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1013]
 - g) Provides instructions and procedures for maintenance participation in the weapons replacement systems. [ARTEP 63-005-MTP, Task 63-1-1013]
 - h) Designates all subordinate units that provide maintenance support within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - i) Identifies all locations of subordinate company's maintenance facilities in coordination with FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1013]

- j) Establishes transportation procedures for maintenance or repair parts support with the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
 - k) Provides operational procedures for the maintenance support teams (MST) operating in the forward areas. [ARTEP 63-005-MTP, Task 63-1-1013]
 - l) Provides the brigade S4 with a projection of availability of equipment at mission execution. [AN]
- 4) Transportation support. [ARTEP 63-005-MTP, Task 63-1-1013]
 - a) Identifies all transportation assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - b) Calculates total projected transportation requirements based on type of operations and tentative location of BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
 - c) Identifies transportation sustainment controls in coordination with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
 - d) Identifies transportation priorities in coordination with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
 - e) Provides instructions for request of surface transportation and airlift resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
 - f) Identifies all subordinate units that provide transportation support and the type they provide. [ARTEP 63-005-MTP, Task 63-1-1013]
 - g) Develops back-haul plan for evacuation of equipment and supplies from the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- j. The FSB support operations section plans and coordinates for HSS for the brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 1) Develops medical treatment and evacuation plans with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 2) Develops flow of "return to duty" personnel with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]

- 3) Develops mass casualty procedures with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 4) Develops operating procedures and plans for stationing of evacuation aircraft with the DISCOM DMOC and the medical company. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 5) Plans location(s) of all health service facilities in the DSA and BSA with the DISCOM DMOC, brigade S4, and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 6) Develops patient decontamination plan with the DISCOM DMOC, medical company, and supporting decontamination elements. [ARTEP 63-005-MTP, Task 63-1-1013]
- k. The FSB support operations section plans and coordinates for field service support for the brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
- 1) Develops procedures for requesting field service support with the DISCOM SPO section and brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 2) Plans location(s) for GRREG collection points with the brigade S4 and the supply company. [ARTEP 63-005-MTP, Task 63-1-1013]
 - 3) Provides instructions for evacuation of remains to collection point(s) in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- l. The FSB S2/3 section plans an OPSEC program for current operations. [ARTEP 63-005-MTP, Task 63-1-1038]
- 1) Identifies established policies and procedures by reviewing TSOP. [ARTEP 63-005-MTP, Task 63-1-1038]
 - a) Lists enemy intelligence collection capabilities by extracting information from the division and brigade OPSEC estimates or annex. [ARTEP 63-005-MTP, Task 63-1-1038]
 - b) Lists EEFI from the brigade OPSEC estimate or annex. [ARTEP 63-005-MTP, Task 63-1-1038]
 - c) Lists indicators which affect or may compromise the EEFI. [ARTEP 63-005-MTP, Task 63-1-1038]

- d) Lists all countermeasure requirements by reviewing the brigade OPSEC estimate or annex and the FSB operations profile. [ARTEP 63-005-MTP, Task 63-1-1038]
 - e) Prepares the BSA OPSEC plan. The OPSEC plan implements CP policies and procedures to overcome or neutralize the enemy's collection threat in the areas of communications, intelligence, logistics, and administrative actions. [ARTEP 63-005-MTP, Task 63-1-1038]
- 2) Disseminates OPSEC plan to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1038]

LESSONS LEARNED

This component identifies the lessons learned extracted from the U.S. Army Center for Army Lessons Learned (CALL) publications relevant to performing this BF. The lessons learned are organized and listed by the appropriate task in the BF task list. Where appropriate to address the absence of a task in an Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP), the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned component is to provide the user with the most recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this BF.

1. **The forward support battalion commander and staff direct and lead the forward support battalion during planning for the battle.**

LL - Staff integration in planning, preparation, and execution of missions continues to be a challenge. Each staff member must actively participate in mission analysis, COA development, analysis and comparison, war-gaming and orders production. Each staff officer and LNO must properly advise the staff to ensure the proper employment of his assets as well as the focusing of combat power. Units should establish planning and TOC operational procedures that promote staff cross-talk. Information sharing must occur during the execution phase to ensure accurate battle tracking. Staff members need to work together to analyze information and provide updated estimates to the staff and commander to support the current battle and plan for future operations. Every staff member should continuously assist the S2 with the intelligence preparation of the battlefield (IPB). [CALL CTC Bulletin No. 93-4, p. 9]

LL - **MILITARY DECISION-MAKING PROCESS (DMP) / TASK RECEIVED**

OBSERVATION: Commanders and staffs must optimize available time by providing subordinates with information to begin planning and preparing for the mission.

DISCUSSION: During the military DMP, the commander and staff receive and develop information that is useful to subordinates. To aid subordinates in planning, the commander and staff provide information as frequently as possible, maximizing the subordinates' planning and preparation time. The commander and staff send warning orders at key times during the military DMP to provide subordinates with planning information. Send the first warning order once the mission is received from the higher unit. Provide subordinates with the type, time, and location of operation. This allows subordinates to begin planning and managing available time, prepare necessary equipment, and begin conducting rehearsals and battle drills. Send the second warning order after the commander and staff have analyzed the mission. Provide as much new information as possible (restated mission and tasks); include any specific instructions that

subordinates need to aid them in organizing their planning and preparation time. Send the third warning order after the commander has decided the course of action and has developed a concept of operation. With a course of action selected, tell subordinates the task organization and their specified tasks. By providing the task organization, units can begin cross-attaching and coordinating changes in support. Provide subordinates copies of draft operational graphics and a brief explanation of the concept of operation if time is available. This allows them to begin parallel planning while the battalion or brigade operations order is developed. Parallel planning is a technique similar to multiple warning orders. Parallel planning allows subordinate commanders and staffs to plan and prepare while the higher staff produces their plan. This would prevent planning sequentially, with the subordinate commander receiving the higher commander's order before beginning to plan. By parallel planning, subordinate units have more available time because they receive information earlier than they would during sequential planning. During parallel planning, the higher commander provides subordinate commanders with his concept of the operation and details of the plan as soon as they are developed. This is done best by the commander meeting and quickly briefing his subordinates. **HELP SUBORDINATE COMMANDERS PLAN QUICKLY BY GIVING THEM A DETAILED WARNING ORDER PRIOR TO THE OPERATIONS ORDER BRIEFING.** Parallel planning conserves time for all echelons, but demands close coordination between commanders and staffs. Even after the commander has met with subordinate commanders, the brigade and battalion must maintain close contact during planning. If not, the brigade may change the concept, and the battalion will produce an erroneous order. [CALL Newsletter No. 93-3, "The Battalion and Brigade Staff," pp. 1- 2]

LL - TIME MANAGEMENT

"You can ask me for anything you like, except time." NAPOLEON

OBSERVATION: Commanders and staffs must analyze and plan the use of available time in detail and not waste planning and preparation time.

DISCUSSION: A significant problem commanders and staffs face during the military DMP is time management. Though time is very valuable, it is often wasted by poor management, leaving little time for effective preparation. To have time to accomplish all the tasks during preparation, commanders and staffs must organize, plan, and manage their available time. Identified as part of the commander's planning guidance, the analysis of time begins as the mission is received. Once the commander receives his mission, he begins a mission, enemy terrain, troops available, and time (METT-T) analysis including an analysis of time. Problems begin when the commander's, or commander's and staff's, analysis consists only of determining their planning time (one-third available time). This is only a partial analysis and does not enable the commander to determine how much time he has to conduct each step of the military DMP or

prepare for mission execution. Using the “one-third or one-fifth” rules to manage time only serves to determine the impact on subordinate commanders’ time, which is necessary, because only the commander can preserve subordinate commanders’ time. A technique to efficiently analyze and manage time is to develop a planning and preparation timeline which becomes part of the time plan. The timeline identifies the time for planning and preparation tasks, beginning when the unit receives the mission and ending when the unit executes the mission. During planning, the commander and staff develop and refine the timeline by listing the tasks they will conduct or must track.

By developing the timeline, the commander has an appreciation of the amount of time available for him and his subordinate commanders. The timeline shows the commander and staff using 10 1/2 hours (from mission receipt to end of order plus brief back and rehearsal time) of the available 37 1/2 hours, providing the majority of available time to subordinates for planning and preparation. Beginning with receipt of the mission, the staff develops an initial timeline, identifying on a chart the times for known events using the reverse planning sequence. At this point, all that can be listed is mission receipt time, mission execution time, the one-third time point (planning time), and light data. The XO continues to develop the timeline by identifying the estimated time the staff will assemble to prepare their situation updates, analyze the mission, and brief the commander. To develop the timeline further, the commander and staff need to know how long it takes to conduct each planning task. This information is obtained only by training on the military DMP. The commander determines the amount of time the staff will spend on course of action analysis, war-gaming, and the time of the decision brief. These events are added to the timeline so the staff can plan their own time while developing their estimates. The commander and staff identify tasks to be accomplished during preparation while they develop the plan. These tasks are added to the timeline with the responsible person or organization. The TOC then tracks the status of the task for the commander. By adding preparation tasks to the timeline, the commander and staff can synchronize the preparation effort. [CALL Newsletter 93-3, “The Battalion and Brigade Staff,” pp. 9-11]

LL - PREPARE PLAN/ORDER/FRAGO (Fragmentary Order)

OBSERVATION: Commanders and staffs must be organized and prepared to produce operations orders quickly.

DISCUSSION: Through preparation and organization, commanders and staffs can significantly decrease the time required to prepare operations orders. This begins during training and the development of standing operating procedures on how the staff produces an order. When the commander provides his planning guidance, he specifies the type of order he wants issued. He decides by

considering the amount of time available and the capabilities of the staff. Based on the decision, the staff implements the standard operating procedures (SOP) for that type of order.

PREFORMATTED ORDERS

If the commander decides producing a written order is necessary, the staff speeds its production by using a preformatted order. The preformatted order is based on the five-paragraph operations order, but is designed for the way the battalion/brigade presents its order. For example, the unit may add matrices (execution, synchronization, fire support, logistical support, or medical support) to augment each paragraph and better explain portions of its plan. With the basic format prepared, the staff fills in the blanks to complete the order.

ORGANIZING REPRODUCTION

The organization of reproduction and the unit's reproduction process can further speed the military DMP. If a written or matrix order is produced, requiring the staff to complete separate portions, then centralize the collection of the staff's completed portions. Designate a member of the staff to collect, organize, review quality, and present all completed portions of the order to the S3. The order is then given to the commander to review and approve. Once approved, the completed order is reproduced. Organizing production ensures that a complete order is reproduced as quickly as possible. The actual reproduction also needs to be centralized. The operations sergeant identifies someone to be responsible for reproduction and provides him with a work area. Select someone other than the person responsible for compiling the order because the reproduction NCO will often have to work simultaneously with the person compiling the order while sections of the order are being published. Often the reproduction NCO receives the order from the person collecting the order, who may give it to him in sections rather than wait for the order to be completed before reproduction. Whether he receives the order together or in sections, he reproduces and collates the entire order before it is disseminated. Centralizing order reproduction under the control of one person will initially require a great deal of work, but it ensures that sections of the order are not lost. When selecting a location for reproduction, consider the equipment necessary and the amount of distraction it will cause the staff. Place the reproduction area outside of the TOC so that the staff can continue to coordinate and the TOC can operate without distraction. Using a mimeograph machine or photocopier within the TOC will take up space and will distract the staff from its preparations. Place the reproduction area in a tent or a built-up truck or trailer (in heavy units) so it can operate at night with interior light. This will also provide enough room for the person reproducing the order. Although moving the reproduction area away from the TOC requires extra equipment, it benefits the staff in its effort to prepare for the mission. [CALL Newsletter No. 93-3, "The Battalion and Brigade Staff," pp. 24-25]

LL - APPROVE PLAN/ORDER/FRAGO

OBSERVATION: Commanders must approve the order after changes have been made by the staff.

DISCUSSION: A common problem for commanders and staffs is that the commander does not review and approve the operations order after it has been prepared. Additionally, commanders realize that portions of the order do not meet their approval when they hear it during the orders brief. They then attempt to correct the order during the briefing, which confuses subordinate commanders and wastes time. This problem is easily solved by the commander providing clear detailed planning guidance and remaining close to the staff during planning. The commander who is involved with planning from the beginning will not be surprised by the order during the briefing. The solution for the commander who cannot remain close to the staff is to allocate time to approve the order. The commander must review the order with the S3 and have the staff available to clarify details prior to the order being produced (or if that is not possible, prior to the order briefing). By reviewing and then approving the order, the commander can be certain that his intent is clearly communicated.

LESSONS: Commander: Provide clear and detailed planning guidance and remain close to the staff during the military DMP. Commander: Allocate time to review and approve the order before it is reproduced and briefed. [CALL Newsletter No. 93-3, "The Battalion and Brigade Staff," pp. 27-28]

LL - ISSUE PLAN/ORDER/FRAGO

OBSERVATION: Commanders and staffs should not take excessive time briefing operations orders.

DISCUSSION: The order briefing is an event that, if not practiced and organized, takes an exorbitant amount of time. The commander and staff can make the briefing quick and clear by reducing distractions, sequencing the briefers, and using graphic aids. The commander selects the location of the operations order brief and can reduce distractions by his decision. However, his practical options are to brief at a vantage point or at the TOC. When possible, the commander presents the order at a vantage point. This helps subordinates understand the order by decreasing distractions and by viewing the terrain as the operation is explained to them. If a vantage point is selected, use the terrain to your advantage by first arranging maps and overlays so they don't obstruct the audience's view of the area of operation. Second, begin the order brief by orienting everyone to key terrain features. And third, identify a key piece of terrain when it is mentioned during the order briefing, both on the map and in the area of operation. If the commander decides to give the briefing in the TOC,

prepare the briefing area to reduce distractions. Clear the TOC to provide room for the staff to brief and to fit all attending subordinates. In a heavy unit, ensure that all vehicle ramps are up and radio operators use head sets to reduce radio volume. Shut down vehicles and generators or sandbag generators to silence them as much as possible. All of these precautions will allow the commander and staff to give the order with limited noise. To speed and better explain the order, organize the staff in a sequence to follow the order format. The commander determines whether to issue the written order before or after the briefing because there are advantages and disadvantages to both methods. If provided before the order, a subordinate commander can give it to an assistant or LNO to return to the company or TOC. The staff can then begin its preparations. However, the written order can also become a distraction when subordinates attempt to read it during the briefing.

The commander controls the audience, limiting questions and stopping questions that will distract from the briefing. Although the commander gives his intent during the briefing, he reviews it to provide detailed guidance to each subordinate. The commander expresses his intent by repeating specific tasks and purposes for subordinates and emphasizing the results. The commander then ties each task together in sequence to explain how he expects to accomplish the mission. By addressing each subordinate, the commander ensures that each one understands how his mission relates to the commander's intent. Also, reviewing commander's intent at the end of the briefing will stimulate questions.

"Whenever possible, subordinate leaders should receive their orders face to face from their commanders on the ground chosen for the operation." FM 100-5
[CALL Newsletter No. 93-3, "The Battalion and Brigade Staff," pp. 29-30]

- LL - Practice SOPs for reporting to ensure they are workable and effective. [CALL Bulletin No. 90-9: Operation Just Cause Lessons Learned]
- LL - Incorporate the use of operation schedules and execution checklists in training to streamline reporting and cut transmission time. [CALL Bulletin No. 90-9: Operation Just Cause Lessons Learned]
- LL - Use troop-leading procedures effectively. Planning and rehearsals are often much more important than trying to create a perfect plan at the higher headquarters. [CALL Bulletin No. 90-9: Operation Just Cause Lessons Learned]
- LL - Leadership training and reinforcement of initiative paid excellent dividends. When communications failed, and/or the plan required modification, the junior leaders made decisions and made it work. [CALL Bulletin No. 90-9: Operation Just Cause Lessons Learned]

- LL - Deploy with complete staffs; if reduction is necessary, reduce the staff only after the transition to Phase 2, Sustainment. Do not piecemeal your forces. [CALL Newsletter No. 92-6: Operations Other Than War, p. 1]
- LL - Establish effective command and control (C2) channels. [CALL Newsletter No. 92-6: Operations Other Than War, p. 1]
- LL - Get minimum equipment on the ground to provide the basic service. [CALL Newsletter No. 92-6: Operations Other Than War, p. 3]
- LL - Employ additional equipment and reconfigure connectivity to provide direct routing to principal destinations. [CALL Newsletter No. 92-6: Operations Other Than War, p. 3]
- LL - Add equipment to provide multiple routes to prevent site isolation. [CALL Newsletter No. 92-6: Operations Other Than War, p. 3]
- LL - Have sufficient equipment on hand for austere jump capabilities, responsive to new missions and critical outages. [CALL Newsletter No. 92-6: Operations Other Than War, p. 3]
- LL - Build in redundancy up front. [CALL Newsletter No. 92-6: Operations Other Than War, p. 3]
- LL - Transition key staff positions. [CALL Newsletter No. 92-6: Operations Other Than War, p. 3]
- LL - Assign replacements to be the deputy for a period of time. [CALL Newsletter No. 92-6: Operations Other Than War, p. 3]
- LL - Have each staff establish a continuity file, and review this weekly. [CALL Newsletter No. 92-6: Operations Other Than War, p. 3]
- LL - Minimum critical information (MCI) that should be tracked in the battalion TOC (both friendly AND enemy forces) includes: relative combat power, unit locations, obstacle overlay, execution matrix, task organization, and personnel status. [Center for Army Lessons Learned (CALL), News From the Front!]
- LL - Information boards need to be updated (at a minimum) every four hours. [Center for Army Lessons Learned (CALL), News From the Front!]
- LL - Have a designated individual track MCI. [Center for Army Lessons Learned (CALL), News From the Front!]

- LL - Conduct formal shift change briefs in the TOC. This process forces information updates and sharing. [Center for Army Lessons Learned (CALL), News From the Front!]
- LL - Logs and journals (DA 1594s) are excellent tools for details and historical purposes. However, consider adding a "significant activities" board in the TOC to share information. This should display significant activities of all the battlefield operating systems in the TOC. [Center for Army Lessons Learned (CALL), News From the Front!]
- LL - Distribute common message formats and reports well in advance and rehearse if possible. [CALL Bulletin 90-4; Introduction to Low Intensity Conflict]
- LL - Clearly define time sharing and procedures for critical nets, especially Satellite Communications-Facsimile. [CALL Bulletin 90-4; Introduction to Low Intensity Conflict]
- LL - Command information programs which provide the soldier realistic capabilities, information, and solutions are required. TC 90-16 (Armor/Anti-Armor Operations on the Integrated Battlefield) is one source which provides capabilities and solutions. Soldiers need to know! Explaining why certain TTPs are required during training is another method of providing the soldier with the information. Tying the capability to TTP reinforces the information. An especially effective technique used in North Africa was for all soldiers to fire their weapons at enemy vehicles and equipment on training ranges to gain confidence in the weapons and to see first hand the effects of the weapons on the enemy vehicles and equipment. [CALL Newsletter No. 90-8: Special Edition, Winning in the Desert II, TTPs for Maneuver Commanders, p. 22]

2. The forward support battalion receives an order initiating a new mission from higher headquarters.

- LL - Send multiple warning orders to maximize subordinate planning and preparation time. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 3]
- LL - Conduct parallel planning by providing subordinate commanders with the concept of the operation and specified tasks when they are developed. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 3]
- LL - Determine the necessary information required to complete the commander's METT-T analysis. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 4]

- LL - Develop a situation update format for all staff officers. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 4]

3. The forward support battalion commander and staff conduct mission analysis.

- LL - Determine the necessary information required to complete the commander's METT-T analysis. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 4]
- LL - Develop a situation update format for all staff officers. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 4]
- LL - Assist the commander by identifying and listing constraints, restrictions, and specified and implied tasks. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 4]
- LL - Analyze the mission completely by accomplishing the following:
Review the commanders' intent of the two higher echelons.
Identify the unit's constraints and restrictions.
Identify the unit's specified and implied tasks.
Derive the essential tasks from the specified and implied tasks. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 4]
- LL - Preserve subordinate commanders' time. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 12]
- LL - Develop a planning and preparation timeline. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 12]
- LL - Refine the timeline by listing tasks to be accomplished during planning and preparation and the person responsible to complete the task. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 12]
- LL - Use the timeline to track the progression of preparation. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 12]
- LL - The mission analysis brief is not just a brief to the commander; it is also a brief from the staff, to the staff, to ensure that all time and effort are effectively focused. All primary staff officers must be present and actively involved in the planning process. [Combat Training Centers (CTC) Bulletin No. 95-4]
- LL - Each staff officer should develop a list of potential issues for consideration during each type of mission. This list should be included in the unit TACSOP. It will be

of great assistance when time is limited and the staff officer is weary from lack of rest. [Combat Training Centers (CTC) Bulletin No. 95-4]

- LL - Develop a detailed timeline identifying all key events up to, and including, the execution of the mission. Modify the timeline as required. Enforce the timeline. [Combat Training Centers (CTC) Bulletin No. 95-4]
- LL - Understanding the intent of the higher headquarters commander is crucial. If the intent is unclear, seek clarification immediately. [Combat Training Centers (CTC) Bulletin No. 95-4]
- LL - Understand the commander's intent two levels up. Units integrated complex ROE with the maneuver plan and made assessments based on a clear understanding of the commander's intent. [CALL Bulletin No. 90-9: Operation Just Cause Lessons Learned]
- LL - Leaders/soldiers must conduct detailed reconnaissance wherever possible. Crews saw their positions, ingress and egress routes, limits of fire and obstacles that allowed detailed planning and accurate rehearsals. [CALL Bulletin No. 90-9: Operation Just Cause Lessons Learned]
- LL - During mission analysis, commanders and staff must clearly define the critical tasks that the unit must accomplish. The commander's guidance and intent must reflect this focus. This enables the staff to define and clearly identify the decisive point, which becomes the main effort and provides the focus for all planning, preparation, and execution. All staff sections and LNOs must participate in the process. The analysis should produce a task and purpose mission statement that supports the task force's single focus and a commander's intent which focuses on the decisive point. [Combat Training Centers (CTCs) Bulletin No. 93-4, p. 9]
- LL - Practice effective time management. Ensure that the 1/3 - 2/3 rule is adhered to. This allows subordinates to have adequate planning time. [Combat Training Centers (CTCs) Bulletin No. 94-1, p. 20]

LL- MEDICAL PLANNING

Planning for medical support of the brigade has normally been left totally in the hands of the medical company commander and task force medical platoon leader. Occasional help and input has been provided from the brigade surgeon.

TECHNIQUE(S): Get the brigade surgeon involved in medical planning. Include him in all training events at home station. [CALL Newsletter, No. 91-5, Battlefield Logistics, p. 11]

4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a forward support battalion warning order.**
 - LL - Send multiple warning orders to maximize subordinate planning and preparation time. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 3]
 - LL - Conduct parallel planning by providing subordinate commanders with the concept of the operation and specified tasks when they are developed. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 3]
5. **The forward support battalion commander issues initial planning guidance.**
 - LL - Determine the amount of planning guidance the staff requires to develop the plan. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Do not suppress the staff's ability to plan by providing excessive planning guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Sketch the initial concept of the operation for the staff. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Take notes on the commander's guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Have the staff back-brief you on your guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
 - LL - Provide clear and detailed planning guidance, and remain close to the staff during the military DMP. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 28]
 - LL - The most valuable resource the staff possesses is time. Once lost, time can never be recovered. Therefore, detailed and specific guidance from the commander leads to efficient use of time by the staff. The commander must take time to mentally form a picture in his mind of what he expects and, just as important, what he does not expect. This mental picture must then be clearly communicated to the staff. As the situation develops, the commander must rapidly update his guidance to the staff. [Combat Training Centers (CTC) Bulletin No. 95-4]
 - LL - During mission analysis, commanders and staff must clearly define the critical tasks that the unit must accomplish. The commander's guidance and intent must reflect this focus. This enables the staff to define and clearly identify the decisive point, which becomes the main effort and provides the focus for all planning,

preparation, and execution. All staff sections and LNOs must participate in the process. The analysis should produce a task and purpose mission statement that supports the task force's single focus and a commander's intent which focuses on the decisive point. [Combat Training Centers (CTCs) Bulletin No. 93-4, p. 9]

6. The forward support battalion commander and staff prepare estimates.

LL - During mission analysis, commanders and staff must clearly define the critical tasks that the unit must accomplish. The commander's guidance and intent must reflect this focus. This enables the staff to define and clearly identify the decisive point, which becomes the main effort and provides the focus for all planning, preparation, and execution. All staff sections and LNOs must participate in the process. The analysis should produce a task and purpose mission statement that supports the task force's single focus and a commander's intent which focuses on the decisive point. [Combat Training Centers (CTCs) Bulletin No. 93-4, p. 9]

7. The forward support battalion commander and staff develop course(s) of action.

LL - Develop COAs together to integrate all battlefield operating systems. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 16]

LL - Ensure that the COA is complete, consistent with doctrine, complies with the commander's guidance, is feasible, and is unique. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 16]

LL - Develop COAs that identify what, when, where, how, and why the unit will execute. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 16]

LL - If time is short, remain with the staff and have it assist you in COA development. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 16]

LL - The S2's SITTEMP must be used during the COA development. Also, the S2 must be an active participant, providing assistance in analyzing force ratios, threat weapon capabilities, and as much intelligence and information about the enemy as possible. [Combat Training Centers (CTC) Bulletin No. 95-4]

LL - Each BOS must be integrated into each COA as it is developed. [Combat Training Centers (CTC) Bulletin No. 95-4]

LL - Executive officers and staffs are not practiced on the doctrinal steps of the Command Estimate Process and do not understand the expected product at the end of each step. COA development and war-gaming are fragmented and not

robust enough to lead to a good decision. [Combat Training Centers (CTCs) Bulletin No. 93-4, p. 8]

8. The forward support battalion commander and staff analyze course(s) of action.

- LL - Use the war-gaming sequence to develop and begin synchronizing the operation. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 22]
- LL - Follow the war-gaming rules to conduct the war game. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 22]
- LL - Have the entire staff involved in the war game. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 22]
- LL - It is imperative that each staff section be represented with an active participant in the process. The enemy situation must be depicted and accurately portrayed by the S2 throughout the process. The S2 does a disservice in the unit if he does not represent an active enemy that wants to win and fight accordingly. [Combat Training Centers (CTC) Bulletin No. 95-4]
- LL - Critical assumptions must be recorded, discussed, and validated. [Combat Training Centers (CTC) Bulletin No. 95-4]
- LL - When time is limited, the staff should focus its time and effort on the most critical events (box technique). When time is available, more resources (time and effort) can be spent analyzing a larger portion of the mission (belt or avenue-in-depth technique). [Combat Training Centers (CTC) Bulletin No. 95-4]
- LL - The staff members must analyze and record each critical event in sufficient detail to result in a well-synchronized plan. [Combat Training Centers (CTC) Bulletin No. 95-4]
- LL - Executive officers and staffs are not practiced on the doctrinal steps of the Command Estimate Process and do not understand the expected product at the end of each step. COA development and war-gaming are fragmented and not robust enough to lead to a good decision. [Combat Training Centers (CTCs) Bulletin No. 93-4, p. 8]
- LL - Integration and synchronization are not successfully done in deliberate planning. Synchronization matrices are misunderstood and often considered not worth the investment of time by the staff. This results in disjointed plans and uncoordinated execution. Synchronization matrices are usually the first step deleted during abbreviated planning processes. As a result, units do not gain the full potential of all available combat multipliers. This leads to piecemeal commitment of combat

power and extensive friendly casualties. A synchronization matrix can be done in 10 minutes if mission, enemy, terrain, troops, and time available (METT-T) dictates. [Combat Training Centers (CTCs) Bulletin No. 93-4, p. 8]

- LL - The planning and execution of the BSA defense and general security have shown positive trends. Support Battalion S3s generally have a good concept of how to plan a BSA defense. Integration of pre-planned artillery fires, wire barriers, tank ditches, air defense assets, and minefields are normally drawn together into a comprehensive plan that can help the BSA defeat a Level II threat (a threat beyond base/base cluster defense capability). [CALL Newsletter No. 91-5: Battlefield Logistics, p. 3]
- LL - Artillery fires are normally planned by the S3, often in conjunction with artillery battalion service battery commander if he is located in the BSA. These fires are then forwarded to the brigade fire support officer for approval and consolidation into the brigade fire support plan. The brigade FSO then relays the mission to a battery in position to support the BSA. Another means is to relay the fire request through the service battery commander who contacts the firing battery directly. Of the two methods, the latter seems to get quicker results. [CALL Newsletter No. 91-5: Battlefield Logistics, pp. 3 - 4]
- LL - Obstacles and minefields are planned by the forward support battalion (FSB) S3, in conjunction with the brigade engineer. Execution of these obstacle plans is good overall; however, the BSA does not enjoy a very high priority within the brigade for engineer assets. Availability of Class IV material is normally not a problem, so concertina obstacles and minefields can be installed by BSA units. Any other barriers which require engineers, such as tank ditches, are often planned but seldom executed as these assets are committed to the task forces and are not available for the BSA. [CALL Newsletter No. 91-5: Battlefield Logistics, p. 4]
- LL - Planning for medical support of the brigade has normally been left totally in the hands of the medical company commander and task force medical platoon leader. Occasional help and input has been provided from the brigade surgeon. [CALL Newsletter No. 91-5: Battlefield Logistics, p. 11]
- LL - One concept of BSA security is not well understood. This is the use of the MP platoon and the understanding of what it can do for the BSA. Current doctrine has a direct support MP platoon located in the BSA to perform battlefield circulation control, MSR security, and area security around the BSA. By locating in the BSA, the MP platoon leader has close liaison with the brigade staff and assigns missions that are based upon the priorities set by the brigade commander. The trend is that the brigade commander delegates control of the MPs to the FSB commander and his staff. The FSB staff and the MP platoon leader are not

familiar with each other's functions and capabilities. [CALL Newsletter No. 91-5: Battlefield Logistics, p. 13]

- LL - Gathering data about the components of tactical logistics gives the staff planner the basic planning factors needed to assess the battlefield environment. Through analysis, these data are transformed into decision information to determine the supportability of competing courses of action and to develop effective staff estimates. Only by assessing the status and impact of the components of tactical logistics can logisticians bring an informed estimate to the planning process. Tacticians must take advantage of the contributions made by logisticians during planning or face periods of diminished combat power during a mission – potentially at a critical point in the battle. [CALL Newsletter No. 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support, p. 4]

9. The forward support battalion staff compares courses of action.

- LL - Conduct a detailed analysis with the entire staff to determine the recommended course of action. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 23]
- LL - Use a decision matrix with criteria developed from commanders' guidance, critical events, and other significant factors pertaining to the mission to analyze the courses of action. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 23]
- LL - Quantify each course of action by ranking them for each criterion. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 23]
- LL - It is imperative that each staff section be represented with an active participant in the process. The enemy situation must be depicted and accurately portrayed by the S2 throughout the process. The S2 does a disservice in the unit if he does not represent an active enemy that want to win and fight accordingly. [Combat Training Centers (CTC) Bulletin No. 95-4]
- LL - Critical assumptions must be recorded, discussed, and validated. [Combat Training Centers (CTC) Bulletin No. 95-4]
- LL - When time is limited, the staff should focus its time and effort on the most critical events (box technique). When time is available, more resources (time and effort) can be spent analyzing a larger portion of the mission (belt or avenue-in-depth technique). [Combat Training Centers (CTC) Bulletin No. 95-4]

- LL - The staff members must analyze and record each critical event in sufficient detail to result in a well-synchronized plan. [Combat Training Centers (CTC) Bulletin No. 95-4]
 - LL - Integration and synchronization are not successfully done in deliberate planning. Synchronization matrices are misunderstood and often considered not worth the investment of time by the staff. This results in disjointed plans and uncoordinated execution. Synchronization matrices are usually the first step deleted during abbreviated planning processes. As a result, units do not gain the full potential of all available combat multipliers. This leads to piecemeal commitment of combat power and extensive friendly casualties. A synchronization matrix can be done in 10 minutes if mission, enemy, terrain, troops, and time available (METT-T) dictates. [Combat Training Centers (CTCs) Bulletin No. 93-4, p. 8]
10. **The forward support battalion commander announces decision.**
- LL - Specify through guidance the type of order to issue (written five-paragraph, oral, overlay, or matrix). [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
11. **The forward support battalion staff prepares operations order/fragmentary order.**
- LL - Develop a preformatted order to use for written orders. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
 - LL - Organize reproduction by centralizing collection of the portions of the order and its production. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
 - LL - Select an area to reproduce the order that will not interfere with the staff's work. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
 - LL - Use a mimeograph or a photocopier to speed reproduction of order text. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
 - LL - Use a photocopier to reproduce graphics. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 27]
 - LL - Allocate time to review and approve the order before it is reproduced and briefed. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 28]

12. The forward support battalion commander and staff issue operations order or fragmentary order.

- LL - When feasible, use a vantage point to brief the operations order. It will reduce distractions and allow subordinates to see the terrain. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 31]
- LL - Organize the briefing to follow the written order format. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 31]
- LL - Control the briefing to stop distractions. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 31]
- LL - Review your intent and address each subordinate directly to ensure that he understands how his mission relates to your intent. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 31]
- LL - Use graphic aids to better present the order. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 31]
- LL - Conduct confirmation briefs and back briefs with subordinates. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 34]
- LL - Conduct rehearsals to synchronize the efforts of the unit [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 34]
- LL - Utilize back briefs to check subordinate leaders' understanding of the overall plan and the commander's intent. [CALL Bulletin No. 90-9: Operation Just Cause Lessons Learned]
- LL - The following procedures warrant special consideration:
Warning orders enjoy greater emphasis.
To the maximum degree possible, commanders and staffs should go forward to issue orders. This buys critical time for subordinate commanders. Don't drive when you can fly. Maximum use should be made of aviation assets to buy commanders time. This is true at all levels of command. [CALL Newsletter No. 90-8: Special Edition, Winning in the Desert II, TTPs for Maneuver Commanders, p. 23]
- LL - Battalions continue to emphasize brief backs and rehearsals and to improve communications. When they conduct effective brief backs and rehearsals, commanders ensure that subordinates understand the mission and their intent. They also improve unity of effort and identify problem areas. After the initial 48

hours, battalions communicate well and are able to control subordinate units. [Combat Training Centers (CTCs) Bulletin No. 93-4, p. 9]

- LL - Ensure that the succession of command is specified by SOP or OPORD; identify the primary location on the battlefield of the second in command. [Combat Training Centers (CTCs) Bulletin No. 94-1, p. 19]
- LL - Ensure that the unit knows the priority for command succession. [Combat Training Centers (CTCs) Bulletin No. 94-1, p. 19]
- LL - Ensure that personnel identified in the succession of command are thoroughly familiar with the mission and the commander's intent through use of back briefs and rehearsals. [Combat Training Centers (CTCs) Bulletin No. 94-1, p. 19]

GATE TASKS

This component identifies critical individual or collective tasks upon which each BF task identified in the task list is dependent. In order to ensure efficient and safe training of the major task, the participants should have achieved a level of proficiency or understanding in these gate tasks.

TASK

INDIVIDUAL/COLLECTIVE PROFICIENCIES

1. **The forward support battalion commander and staff direct and lead the forward support battalion during planning for the battle.**

FSB XO

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Describe the brigade fight. [S1-9011.07-0001]

[STP 8-67II-MQS, Medical Service]

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Oversee the planning, establishment, and management of a multifunctional tactical CP. [01-9253.00-0002]

FSB S2/3

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Describe the brigade fight. [S1-9011.07-0001]

[STP 8-67II-MQS, Medical Service]

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Oversee the planning, establishment, and management of a multifunctional tactical CP. [01-9253.00-0002]

FSB S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures. [113-573-0002]

Support Operations Officer

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Describe the brigade fight. [S1-9011.07-0001]

[STP 8-67II-MQS, Medical Service]

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Oversee the planning, establishment, and management of a multifunctional tactical CP. [01-9253.00-0002]

S1

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Describe the brigade fight. [S1-9011.07-0001]

[STP 8-67II-MQS, Medical Service]

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Oversee the planning, establishment, and management of a multifunctional tactical CP. [01-9253.00-0002]

S4

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Describe the brigade fight. [S1-9011.07-0001]

[STP 8-67II-MQS, Medical Service]

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Oversee the planning, establishment, and management of a multifunctional tactical CP. [01-9253.00-0002]

2. **The forward support battalion receives an order initiating a new mission from higher headquarters.**

FSB Cdr

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB XO

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB S2/3

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures. [113-573-0002]

[STP 34-35II-MQS, Intelligence]

- Participate in the development of IR. [01-3381.01-5001].
- Direct the intelligence portion of the IPB process. [01-3381.01-5002].
- Prepare the intelligence estimate. [01-3381.41-4004]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Review current intelligence holdings to identify gaps. [301-336-2004]
- Supervise preparation of intelligence estimate. [301-336-3104]
- Supervise receipt/transfer/storage of classified material. [301-336-3100]

Support Operations Officer

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

3. **The forward support battalion commander and staff conduct mission analysis.**

S1

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

S4

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB Cdr

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB XO

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB S2/3

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures. [113-573-0002]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Review current intelligence holdings to identify gaps. [301-336-2004]

[STP 34-35II-MQS, Intelligence]

- Participate in the development of IR. [01-3381.01-5001].
- Direct the intelligence portion of the IPB process. [01-3381.01-5002].
- Conduct battlefield area evaluation. [013381.01-4012]

4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order.**

Support Operations Officer

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

S1

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

S4

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

FSB XO

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

FSB S2/3

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures. [113-573-0002]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Review current intelligence holdings to identify gaps. [301-336-2004]

Support Operations Officer

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

S1

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

5. **The forward support battalion commander issues initial planning guidance.**

S4

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

FSB Cdr

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

FSB XO

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

FSB S2/3

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures. [113-573-0002]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Review current intelligence holdings to identify gaps. [301-336-2004]

Support Operations Officer

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

6. **The forward support battalion commander and staff prepare estimates.**

FSB S2/3

[STP 34-35II-MQS, Intelligence]

- Participate in the development of IR. [01-3381.01-5001].
- Direct the intelligence portion of the IPB process. [01-3381.01-5002].
- Prepare the intelligence estimate. [01-3381.41-4004]

[STP 55-88II-MQS, Transportation]

- Plan convoy operations. [01-7300.70-0435]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures. [113-573-0002]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Review current intelligence holdings to identify gaps. [301-336-2004]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Supervise preparation of intelligence estimate. [301-336-3104]
- Recommend AI and operation based on METT-T. [301-336-4000]
- Recommend PIR/IR. [301-336-3006]
- Prioritize avenues of approach according to size/directness/length. [301-336-2300]
- Draft intelligence estimate. [301-336-2003]
- Supervise preparation of written analysis of the battlefield area. [301-336-3100]

[STP 55-88II-MQS, Transportation]

- Plan convoy operations. [01-7300.70-0435]

Support Operations Officer

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine a concept of support for a brigade-level combat operation. [01-9253.00-0001]

Support Operations Section

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine CL V (conventional) requirements. [01-4000.11-1111]
- Plan evacuation of equipment. [01-4999.26-0001]
- Plan logistics support for maintenance operations. [01-4720.26-0001]
- Plan transport by helicopter. [01-7310.95-0415]
- Analyze division medical supply system. [S1-8310.00-6006]
- Determine field locations for CSS units. [01-9253.00-0003]
- Assess unit capabilities to support proposed operations. [S3-5101.00-0229]

[STP 9-91 BCII-MQS, Ordnance]

- Determine the maintenance repair capability of a unit. [01-4730.27-1002]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine and verify water requirements for a unit. [O1-5103.00-0030]
- Plan for airdrop of supplies. [03-5102.02-0001]
- Plan subsistence field operations and advise commander on subsistence operations. [03-5106.00-0130]
- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-76Z5-SM-TG, Senior Supply Sergeant]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

S1

[STP 12-42II-MQS, Adjutant General]

- Prepare the personnel estimate. [01-0160.01-2001]

S4

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine CL V (conventional) requirements. [01-4000.11-1111]
- Plan evacuation of equipment. [01-4999.26-0001]

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-94B25-SM-TG, Food Service Spec]

- Determine requirements and establish procedures in support of field operations. [101-524-3279]

S4 Section

[STP 10-92ABDII-MQS, Quartermaster]

- Determine and verify water requirements for a unit. [01-5103.00-0030]
- Plan for airdrop of supplies. [03-5102.02-0001]
- Plan subsistence field operations and advise commander on subsistence operations. [03-5106.00-0130]
- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-76Z5-SM-TG, Senior Supply Sergeant]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

7. **The forward support battalion commander and staff develop course(s) of action.**

FSB S2/3

[STP 34-35II-MQS, Intelligence]

- Prepare the intelligence estimate. [01-3381.41-4004]

[STP 55-88II-MQS, Transportation]

- Plan convoy operations. [01-7300.70-0435]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures.
[113-573-0002]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Supervise preparation of intelligence estimate. [301-336-3104]
- Recommend AI and operation based on METT-T. [301-336-4000]
- Draft intelligence estimate.
[301-336-2003]
- Supervise preparation of written analysis of the battlefield area. [301-336-3051]

[STP 55-88II-MQS, Transportation]

- Plan convoy operations. [01-7300.70-0435]

Support Operations Officer

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine a concept of support for a brigade-level combat operation.
[01-9253.00-0001]

Support Operations Section

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-76Z5-SM-TG, Senior Supply Sergeant]

- Provide logistics input for the administrative or logistics order.
[101-522-5403]

S1

[STP 12-42II-MQS, Adjutant General]

- Prepare the personnel estimate.
[01-0160.01-2001]

S4

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-94B25-SM-TG, Food Service Spec]

- Determine requirements and establish procedures in support of field operations. [101-524-3279]

S4 Section

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-76Z5-SM-TG, Senior Supply Sergeant]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

8. **The forward support battalion commander and staff analyze course(s) of action.**

FSB S2/3

[STP 34-35II-MQS, Intelligence]

- Prepare the intelligence estimate. [01-3381.41-4004]

[STP 55-88II-MQS, Transportation]

- Plan convoy operations. [01-7300.70-0435]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures. [113-573-0002]

[STP 34-35II-MQS Intelligence]

- Prepare R&S plan. [01-3381.06-4011]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Supervise preparation of intelligence estimate. [301-336-3104]
- Draft intelligence estimate. [301-336-2003]

[STP 55-88II-MQS, Transportation]

- Plan convoy operations. [01-7300.70-0435]

Support Operations Officer

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine a concept of support for a brigade-level combat operation. [01-9253.00-0001]

Support Operations Section

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-76Z5-SM-TG, Senior Supply Sergeant]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

S1

[STP 12-42II-MQS, Adjutant General]

- Prepare the personnel estimate. [01-0160.01-2001]

S4

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-94B25-SM-TG, Food Service Spec]

- Determine requirements and establish procedures in support of field operations. [101-524-3279]

S4 Section

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

9. **The forward support battalion staff compares courses of action.**

[STP 10-76Z5-SM-TG, Senior Supply Sergeant]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

FSB S2/3

[STP 34-35II-MQS, Intelligence]

- Prepare R&S plan. [01-3381.06-4011]
- Prepare the intelligence estimate. [01-3381.41-4004]

[STP 55-88II-MQS, Transportation]

- Plan convoy operations. [01-7300.70-0435]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures. [113-573-0002]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Supervise preparation of intelligence estimate. [301-336-3104]
- Draft intelligence estimate. [301-336-2003]

[STP 55-88II-MQS, Transportation]

- Plan convoy operations. [01-7300.70-0435]

Support Operations Officer

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine a concept of support for a brigade-level combat operation. [01-9253.00-0001]

Support Operations Section

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-76Z5-SM-TG, Senior Supply Sergeant]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

S1

[STP 12-42II-MQS, Adjutant General]

- Prepare the personnel estimate. [01-0160.01-2001]

S4

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-94B25-SM-TG, Food Service Spec]

- Determine requirements and establish procedures in support of field operations. [101-524-3279]

S4 Section

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-76Z5-SM-TG, Senior Supply Sergeant]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

10. The forward support battalion commander announces decision.

FSB Cdr

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

FSB XO

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

FSB S2/3

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures. [113-573-0002]

Support Operations Officer

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

11. **The forward support battalion staff prepares an operations order/fragmentary order.**

FSB S2/3

[STP 34-35II-MQS, Intelligence]

- Prepare R&S plan. [01-3381.06-4011]
- Prepare the intelligence estimate. [01-3381.41-4004]

[STP 55-88II-MQS, Transportation]

- Plan convoy operations. [01-7300.70-0435]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Prepare a route reconnaissance overlay. [051-196-3065]
- Prepare an operation overlay. [071-332-5000]
- Conduct OPSEC procedures. [113-573-0002]
- Prepare a strip map. [551-721-3359]

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Supervise preparation of intelligence estimate. [301-336-3104]
- Prepare draft orders/request to support

collection effort. [301-336-3100]

- Draft intelligence estimate. [301-336-2003]
- Prepare intelligence annex to OPLAN/OPORD. [301-336-3103]

[STP 55-88II-MQS, Transportation]

- Plan convoy operations. [01-7300.70-0435]

Support Operations Officer

[STP 9-91BCII-MQS, Ordnance]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine a concept of support for a brigade-level combat operation. [01-9253.00-0001]

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

Support Operations Section

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-76Z5-SM-TG, Senior Supply Sergeant]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

S1

[STP 12-42II-MQS, Adjutant General]

- Prepare the personnel estimate. [01-0160.01-2001]

S4

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-94B25-SM-TG, Food Service Spec]

- Determine requirements and establish procedures in support of field operations. [101-524-3279]

12. **The forward support battalion commander and staff issue the operations order or fragmentary order.**

S4 Section

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

[STP 10-76Z5-SM-TG, Senior Supply Sergeant]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

FSB Cdr

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

FSB XO

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

FSB S2/3

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

S2/3 Section

[STP 21-24-SMCT, Common Tasks]

- Conduct OPSEC procedures. [113-573-0002]

Support Operations Officer

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

S1

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct.
[01-9007.01-0250]
- Communicate effectively as a commander
or staff officer. [03-9001.12-0003]

S4

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct.
[01-9007.01-0250]
- Communicate effectively as a commander
or staff officer. [03-9001.12-0003]

REFERENCES

This component identifies the references and sources used by the author to develop the BF task list. This component provides users with sources for further information.

Field Manuals (FMs)

- 6-20-10 Tactics, Techniques and Procedures for the Targeting Process,
- 6-20-40 Fire Support for Brigade Operations (Heavy), January 1990
- 6-20-50 Fire Support for Brigade Operations (Light), January 1990
- 8-55 Planning for Health Service Support, September 1994
- 21-31 Topographic Symbols, June 1961
- 63-3 Corps Support Command, September 1993
- 63-20 Forward Support Battalion, January 1990
- 71-3 The Armored and Mechanized Infantry Brigade - FINAL DRAFT, July 1995
- 100-5 Operations, June 1993
- 101-5 Command and Control for Commanders and Staff, "Final Draft," August 1993
- 101-5 Staff Organizations and Operations, 31 May 1997
- 101-10-1 Staff Officer's Field Manual - Organizational, Technical, and Logistical Data (Volume 1), October 1987

Army Training and Evaluation Programs (ARTEPs)

- 63-005-MTP* Mission Training Plan, Battalion Headquarters, Forward Support Battalion, Heavy and Motorized Battalions, October 1988
- 63-216-MTP Mission Training Plan for Headquarters, Forward Support Battalion, Light Infantry Division, August 1992

* Actual source was the draft MTP being designed by CASCOM to replace this MTP.

Soldier Training Publications (STPs)

8-67II-MQS	Military Qualification Standards II, Medical Service Corps (67 only), Company Grade Officer's Manual, 26 December 1991
9-91BCII-MQS	Military Qualification Standards II, Ordinance Branch (91BC), Company Grade Officer's Manual, March 1991
10-76Z5-SM-TG	Soldier's Manual of Senior Supply Sergeant Tasks, May 1989
10-92ABDII-MQS	Military Qualification Standards II, Quartermaster (92AB), Company Grade Officer's Manual, March 1991
10-92B25-SM-TG	MOS 94B (Skill Levels 2-5) Food Service Specialist SM&TG, March 1993
10-94B25-SM-TG	MOS 94B (Skill Levels 2-5) Food Service Specialist SM&TG, March 1993
12-42II-MQS	Military Qualification Standard II, Adjutant General's Corps (42), Company Grade Officer's Manual, September 1991
21-II-MQS	Military Qualification Standards II Manual of Common Tasks for Lieutenants and Captains, January 1991
21-24-SMCT	Soldier's Manual of Common Tasks, Skill Levels 2 - 4, October 1992
34-35II-MQS	Military Qualification Standards II Military Intelligence Branch (35) Company Grade Officer's Manual, September 1991
34-96B14-SM-TG	Soldier's Manual and Trainer's Guide, MOS 96B (Intelligence Analyst) Skill Levels 1/2/3/4, December 1991
55-88II-MQS	Military Qualification Standards II, Transportation Branch (88), Company Grade Officer's Manual, 1991

Center for Army Lessons Learned (CALL) Publications

CALL Newsletter No. 88-3, Heavy Forces, Fall 1988

CALL Bulletin No. 90-4, "Introduction to Low Intensity Conflict," May 1990

CALL Newsletter No. 90-8, Special Edition, Winning in the Desert II, TTPs for Maneuver Commanders," September 1990

CALL Bulletin No. 90-9, "Operation Just Cause Lessons Learned," October 1990

CALL Newsletter 91-5, "Battlefield Logistics," December 1991

CALL Newsletter 92-5, "Logistics Preparation of the Battlefield: A Perspective on Integrating Combat Service Support," November 1992

CALL Newsletter No. 92-6, "Operations Other Than War," December 1992

CALL Newsletter No. 93-3, "The Battalion and Brigade Battle Staff," July 1993

CALL Combat Training Centers (CTCs) Bulletin No. 93-4, "Lessons and Information," July 1993

CALL Combat Training Centers (CTCs) Bulletin, No. 94-1, March 1994

CALL Newsletter No. 94-2, Logistics - Supporting the Offense, July 1994

CALL Combat Training Centers (CTC) Bulletin, No. 95-4, March 1995

CALL BULLETIN No. 90-9, "Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics & Equipment," October 1990

CALL, "News From the Front!," April 1994

Other References

Command and General Staff College (CGSC) Student Text

101-5 Command and Staff Decision Processes, February 1995

101-6 G1/G4 Operations, June 1995

Battle Command Battle Laboratory Publication

BATTLE COMMAND: Leadership and Decision Making for War and Operations Other Than War, Battle Command Battle Laboratory, Fort Leavenworth, KS, April 1994

Consensus Building Sessions and SME Interviews

Battle Command Training Program (BCTP), Fort Leavenworth, KS: Tm B Intel O/C, September 1995

Appendix A

INDEX of BRIGADE COMBAT TEAM BATTLEFIELD FUNCTIONS Grouped By Battlefield Operating System (BOS)

This component lists the thirty-nine (39) battlefield functions (BFs) for each battlefield operating system (BOS) which have been identified as relevant to U.S. Army tactical echelon units. These BFs were identified based on an analysis of Training and Doctrine Command (TRADOC) Pamphlet 11-9, "Blueprint of the Battlefield." The purpose of this component is to depict the BOS and the BF which define each BOS.

INTELLIGENCE	(1)	Conduct intelligence planning.
	(2)	Collect information.
	(3)	Process information.
	(4)	Disseminate intelligence.
MANEUVER	(5)	Conduct tactical movement.
	(6)	Engage enemy with direct fire and maneuver.
AIR DEFENSE	(16)	Take active air defense measures.
	(17)	Take passive air defense measures.
FIRE SUPPORT	(7)	Employ mortars.
	(8)	Employ field artillery.
	(9)	Employ close air support.
	(10)	Conduct electronic collection and electronic attack.
	(11)	Conduct battlefield psychological operations.
	(12)	Employ chemical weapons. ¹
	(13)	Conduct counter target acquisition operations.
	(14)	Employ naval surface fires.
MOBILITY AND SURVIVABILITY	(15)	Coordinate, synchronize and integrate fire support.
	(21)	Overcome obstacles.
	(22)	Enhance movement.
	(23)	Provide countermobility.
	(24)	Enhance physical protection.
	(25)	Provide operations security.
	(26)	Conduct deception operations.
	(27)	Provide NBC defense.

¹ Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

**COMMAND AND
CONTROL**

- (18) Plan for combat operations.
- (19) Direct and lead unit during preparation for the battle.
- (20) Direct and lead units in execution of battle.

**COMBAT SERVICE
SUPPORT**

- (28) Provide transport services.
- (29) Conduct supply operations.
- (30) Provide personnel services.
- (31) Maintain weapons systems and equipment.
- (32) Provide health services.
- (33) Treat and evacuate battlefield casualties.
- (34) Conduct enemy prisoners of war (EPW) operations.
- (35) Conduct law and order operations.
- (36) Conduct civil affairs operations.
- (37) Provide sustainment engineering.
- (38) Evacuate non-combatants from area of operations.
- (39) Provide field services.

Appendix B

STRUCTURE OF BATTLEFIELD FUNCTIONS (BFs) RELEVANT TO BRIGADE OPERATIONS

This component provides a description of each BF and the battlefield operating system (BOS) with which it is aligned. Included with each BF definition is a listing of major doctrinal topics and aspects addressed by the BF. These definitions provide the necessary framework required to understand the focus of each BF. Under most circumstances, heavy brigades will be involved in the accomplishment of some or all aspects of the BF. The involvement can vary from extensive, wherein the BF is a major focus, to minor, wherein the brigade headquarters only furnishes information. In the latter instances, the involvement may not be sufficient to warrant incorporation into a brigade's training program, although the brigade's responsibilities for the function are likely addressed in its SOP for tactical operations (TACSOP). BF definitions were extrapolated from TRADOC Pam 350-7 "Blueprint of the Battlefield," as well as other doctrinal publications relevant to the applicable BF or BOS.

1. **Intelligence BOS** - The ways and means of acquiring, analyzing, and using knowledge of the enemy, weather, and terrain required by a commander in planning, preparing, and conducting combat operations. These BFs are continuous throughout the planning, preparation, and execution phases of the battle.
 - a. **BF (1) Conduct Intelligence Planning** - The developing and coordinating of information relative to the enemy, weather, and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this BF is the intelligence preparation of the battlefield (IPB). This BF addresses:
 - 1) Reconnaissance and surveillance plan (R&S Plan).
 - 2) Integrated threat templates (e.g., doctrinal, event, input to DST).
 - 3) Terrain and weather analysis.
 - b. **BF (2) Collect Information** - Obtaining information in any manner from the heavy brigade's elements and from sources outside the heavy brigade (e.g., higher headquarters and adjacent units). This BF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain, and weather. This BF addresses:
 - 1) Information collected as a result of the R & S Plan.
 - 2) Continuous information collection and acquisition from all sources.

- c. **BF (3) Process Information** - Converting information into intelligence through collation, evaluation, analysis, integration, and interpretation in a continual process. This BF addresses:
 - 1) Evaluation of threat information.
 - 2) Evaluation of physical environment information.
 - 3) Integration of intelligence information.
 - 4) Development of enemy intentions.
 - 5) Development of targeting information.
 - 6) Preparation of intelligence reports.
 - 7) Update of situational template.
 - 8) Provision of battlefield area reports.
- d. **BF (4) Disseminate Intelligence** - Transmitting of information by any means (verbal, written, electronic, etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This BF addresses:
 - 1) The sending of processed intelligence in a timely manner to those on the combined arms team who can, by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain, and weather.
 - 2) The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).
 - 3) Dissemination of battlefield reports.
- 2. **Maneuver BOS** - The employment of direct fire weapons, platforms, and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are tank guns, BFV 25mm, anti-tank guns and rockets, attack helicopter guns and rockets, small arms, crew-served weapons, and directed energy weapons systems.
 - a. **BF (5) Conduct Tactical Movement** - Planning for and directing the positioning of direct fire weapons systems relative to the enemy to secure or retain positional advantage, making full use of terrain and formations. Tactical movement occurs when

contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This BF addresses:

- 1) Subordinate element OPORD preparation and dissemination.
 - 2) Preparation for movement.
 - 3) Movement, both mounted and dismounted, and on and off road.
 - 4) Closure of movement to tactical assembly area or tactical positions.
 - 5) Navigation.
 - 6) Air movement.
- b. **BF (6) Engage Enemy with Direct Fire and Maneuver** - Planning for and directing elements in ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This BF relates only to those direct fire weapons systems associated with the maneuver BOS. This BF addresses:
- 1) Preparation of engagement areas.
 - 2) Rehearsals of battle plans.
 - 3) Prevention of fratricide.
 - 4) Conduct of close combat.
 - 5) Integration of direct fire with maneuver.
 - 6) Control of terrain.
 - 7) Consolidation and reorganization.
3. **Fire Support BOS** - The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commander's intent and scheme of maneuver. The fire support BOS addresses these weapons: mortars, field artillery, close air support, electronic measures, and naval surface fires.
- a. **BF (7) Employ Mortars** - Planning for and employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent.

- b. **BF (8) Employ Field Artillery** - Planning for and directing of indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. The fire support coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This BF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This BF addresses:
 - 1) Fire support - maneuver unit rehearsals.
 - 2) FSE operations during the preparation and execution phases of the battle.
 - 3) Positioning and movement within the maneuver unit sector or zone.
 - 4) Indirect fire missions in support of maneuver commander's concept and intent.
- c. **BF (9) Employ Close Air Support** - Planning for, requesting, and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the brigade commander's concept and intent. This BF addresses:
 - 1) Air-ground attack requests.
 - 2) Air space coordination and management.
 - 3) Air liaison officer, forward air controller; other Army fire support coordination officers, USN/USMC brigade team commander, SALT and FCT tasks that enable air-to-ground attacks.
- d. **BF (10) Conduct Electronic Collection and Jamming¹** - Planning for and directing actions taken to deny the enemy effective command, control, and communications of his own tactical force in support of maneuver commander's concept and intent. This BF includes jamming, deception, and collection.
- e. **BF (11) Conduct Battlefield Psychological Operations** - Planning for and directing the conduct or support of psychological operations (when psychological operations units are available) as an integral part of combat operations to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of the brigade commander's concept and intent.

¹ Title and structure change to "Conduct electronic collection and electronic attack" are presently under consideration.

- f. ~~BF (12) Employ Chemical Weapons~~² - Employing chemical agents or other means to degrade enemy capabilities in support of the brigade commander's concept and intent.
 - g. **BF (13) Conduct Counter Target Acquisition Operations** - Planning for and directing the suppression (e.g., using smoke or dazzling illumination) to degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of the commander's concept and intent.
 - h. **BF (14) Employ Naval Surface Fires** - Planning for and directing naval gunfire in support of the maneuver commander's concept and intent.
 - i. **BF (15) Coordinate, Synchronize, and Integrate Fire Support** - Coordinating all fire support means in support of the maneuver commanders' concepts and intents. The BF integrates BF 7-14.
4. **Air Defense BOS** - The means and measures organic or assigned to the maneuver commander which, when employed successfully, will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.
- a. **BF (16) Take Active Air Defense Measures** - Planning for and directing the application of firepower to destroy enemy air targets. This BF encompasses the coordinating tasks which enable the commander to successfully employ any attached or assigned air defense weapons system, as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This BF addresses:
 - 1) Employment of air defense artillery guns and missiles.
 - 2) Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, and tank main gun against enemy air.
 - 3) Airspace management.
 - 4) Early warning.
 - b. **BF (17) Take Passive Air Defense Measures** - Planning for and directing the protection of the unit from enemy air by means other than weapons. This BF addresses:
 - 1) Early warning.
 - 2) Dispersion.

² Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

- 3) Deception.
5. **Command and Control BOS** - The ways and means a commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.
- a. **BF (18) Plan for Combat Operations** - The integration of all members of the unit in the coordinated development of an operations order which will guide the activities of the unit in conducting combat operations to accomplish assigned missions. The product/outcome of this BF is a briefed, understood OPORD. This BF addresses:
 - 1) Receipt and analysis of higher HQ OPORD.
 - 2) Issuance of warning order.
 - 3) Restated mission statement.
 - 4) Commander's estimate process/troop leading procedures.
 - 5) Commander's guidance.
 - 6) Mission analysis (includes course of action development).
 - 7) Decision brief to commander.
 - 8) Development of a synchronized OPORD.
 - 9) Reproduction and distribution of OPORD to all participants.
 - 10) Briefing of OPORD; understanding of order by participants.
 - 11) FRAGO planning and issue.
 - b. **BF (19) Direct and Lead Unit during Preparation for the Battle** - The ways and means to prepare the unit so that it is ready to support the commander's concept and intent. This BF addresses:
 - 1) Commander's actions and decisions.
 - 2) Directing preparation for the battle.
 - 3) Issuing orders.
 - 4) Communicating information.

- 5) Confirmation briefs and backbriefs.
- 6) Rehearsals.
- 7) Maintaining and updating information and force status.
- 8) Decisions to act or change ongoing actions.
- 9) Confirming IPB through the reconnaissance effort.
- 10) Determining actions to implement decisions.
- 11) Synchronizing preparation (e.g., management of time).
- 12) TOC operations (e.g., staff integration).
- 13) Second in command (2IC) responsibilities.
- 14) Continuous and sustained operations.
- 15) Communications (e.g., planning, installation and operation of system, management, site election).

c. **BF (20) Direct and Lead Units in Execution of Battle** - The ways and means to command and control the unit's execution of the battle plan to accomplish the commander's concept and intent. This BF addresses:

- 1) Commander's actions and decisions.
- 2) Directing the conduct of the battle.
- 3) Issuing orders.
- 4) Information distribution.
- 5) Synchronizing tactical operations (e.g., use of DST).
- 6) TOC operations (includes CP displacement, security, survivability, battle tracking).
- 7) Continuity of command (e.g., C2 redundancy).
- 8) Second in command (2IC) responsibilities.
- 9) Continuous and sustained operations.

10) Consolidation and reorganization.

6. **Mobility and Survivability BOS** - The ways and means that permit freedom of movement, relative to the enemy, while retaining the force's ability to fulfill its primary mission, as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.
 - a. **BF (21) Overcome Obstacles** - Planning for and directing actions to remove or clear/reduce natural and man-made obstacles.
 - b. **BF (22) Enhance movement** - Planning for and coordinating elements providing mobility for the unit in its area of operations. This BF addresses:
 - 1) Construction and repair of combat roads and trails.*
 - 2) Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)*
 - 3) Tracking status of routes.*
 - 4) Host nation support.*
 - c. **BF (23) Provide Countermobility** - Planning for and directing actions to delay, channel, or stop enemy offensive movement consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems.
 - d. **BF (24) Enhance Physical Protection** - Planning for and directing actions that provide protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies.
 - e. **BF (25) Provide Operations Security** - Planning for and directing action to deny information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This BF addresses:
 - 1) Analysis to determine key assets and threats to them.
 - 2) Monitoring of implementation of OPSEC measures.
 - 3) Physical security measures.

* Normally accomplished by units supporting the division.

- 4) Signal security.
- 5) Electronic security.

f. **BF (26) Conduct Deception Operations** - Taking actions in accordance with the division's or corps' deception plan to mask the objectives of tactical operations in order to delay effective enemy reaction. This BF addresses:

- 1) Physical deception.
- 2) Electronic deception.

g. **BF (27) Provide NBC Defense** - The avoidance of contamination; the protection of people, objects or areas from chemical or biological agents by absorbing, destroying, neutralizing, or otherwise rendering harmless or removing such agents; and the removal of radioactive material. This BF addresses:

- 1) Decontamination of individual soldiers and equipment.
- 2) Decontamination of weapon systems and supplies.
- 3) Hasty and deliberate decontamination.
- 4) Avoidance of contaminated areas.
- 5) NBC reconnaissance.
- 6) NBC defensive measures.
- 7) NBC warning.

7. **Combat Service Support BOS** - The support, assistance, and service provided to sustain forces, primarily in the area of logistics, personnel services, and health services.

a. **BF (28) Provide Transport Services** - Planning for and directing provision or coordination for transportation which will assure sustainment support operations in support of the unit. This BF addresses:

- 1) Movement of cargo, equipment, and personnel by surface or air.
- 2) Loading, transloading, and unloading material and supplies.
- 3) Reporting status.

- b. **BF (29) Conduct Supply Operations** - Planning for and directing provision of the items necessary to equip, maintain, and operate the force during the preparation and execution phases of the battle. This BF addresses:
 - 1) Requesting, receiving, procuring, storing, protecting, relocating, and issuing supplies to the specific elements of the force.
 - 2) Providing munitions to weapons systems.
 - 3) Providing fuel and petroleum products to equipment and weapons systems.
 - 4) Reporting status.
- c. **BF (30) Provide Personnel Services** - Planning for and directing all personnel-related matters to sustain the force. This BF addresses:
 - 1) Personnel administrative services.
 - a) Replacement, casualty reporting.
 - b) Awards and decorations.
 - c) Postal operations.
 - d) Promotions, reductions.
 - 2) Financial services.
 - 3) Unit ministry team operations.
 - 4) Legal services.
 - 5) Public affairs services.
 - 6) Preservation of the force through safety.
 - 7) Management of stress.
 - 8) Reporting status.
- d. **BF (31) Maintain Weapons Systems and Equipment** - Planning for and directing preservation and repair of weapons systems and equipment. This BF includes the provision of repair parts and end items to all members of the unit before, during and

after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This BF addresses:

- 1) Recovery.
 - 2) Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
 - 3) Reporting status.
- e. **BF (32) Provide Health Services** -Planning for, directing and coordinating health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This BF addresses:
- 1) Preventive medicine.
 - 2) Field sanitation.
 - 3) Mental health.
- f. **BF (33) Treat and Evacuate Battlefield Casualties** - Planning for and directing the application of medical procedures on battlefield casualties beginning with "buddy aid" through treatment by trained medical personnel. The BF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This BF addresses:
- 1) Triage of battlefield casualties.
 - 2) Treatment and movement of casualties to rear (MEDEVAC).
 - 3) Evacuation.
 - 4) Handling and processing the remains of soldiers who have died of wounds.
 - 5) Reporting status.
- g. **BF (34) Conduct Enemy Prisoners of War (EPW) Operations** - Planning for and directing the collection, processing, evacuation, and safeguarding of enemy prisoners of war. This BF addresses:
- 1) Collecting and evacuating EPW.
 - 2) Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.

- h. **BF (35) Conduct Law and Order Operations** - Enforcing laws and regulations and maintaining of unit and personnel discipline.
- i. **BF (36) Conduct Civil Affairs Operations** - Planning for, directing, and/or coordinating assigned tasks to conduct activities which encompass the relationship between the military forces and civil authorities and the citizens in a friendly or occupied country or area when U.S. military forces are present.
- j. **BF (37) Provide Sustainment Engineering** - Planning for and coordinating the actions of elements (when in the unit area), providing repair and construction of facilities and lines of communication. This BF addresses:
 - 1) Rear area restoration.*
 - 2) Construction and maintenance of lines of communication (roads, railroads, ports, airfields).*
 - 3) Construction support:
 - a) Marshaling, distribution and storage facilities.*
 - b) Pipelines.*
 - c) Fixed facilities.*
 - d) Well drilling.*
 - e) Dismantlement of fortifications.*
- k. **BF (38) Evacuate Non-combatants from Area of Operations** - Planning for and directing the unit's participation in actions to use available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This BF addresses:
 - 1) Medical support.
 - 2) Transportation.
 - 3) Security.
 - 4) Preparation of temporary shelters.

* Normally accomplished by units supporting the division.

- 5) Operation of clothing exchange facilities.
 - 6) Operation of bathing facilities.
 - 7) Graves registration.
 - 8) Laundry.
 - 9) Feeding.
1. **BF (39) Provide Field Services** - Planning for and coordinating the provision of service logistics functions by CSS elements*. This BF addresses:
- 1) Clothing exchange.
 - 2) Shower facilities.
 - 3) Graves registration.
 - 4) Laundry and clothes renovation.
 - 5) Bakeries.
 - 6) Feeding (rations supply, kitchens).
 - 7) Salvage.

* Normally accomplished by units supporting the division.

Appendix C

BFs LISTED BY ECHELON

This component depicts the identification of BFs to the echelon/type unit based on previous research and analysis.

INTELLIGENCE BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(1)	Conduct Intelligence Planning	X	X	X	X	X	
(2)	Collect Information	X	X	X	X	X	X
(3)	Process Information	X	X	X	X	X	X
(4)	Disseminate Information	X	X	X	X	X	X

MANEUVER BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(5)	Conduct Tactical Movement	X	X	X	X	X	X
(6)	Engage the Enemy with Direct Fire and Maneuver	X	X ¹				

FIRE SUPPORT BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(7)	Employ Mortars	X	X				
(8)	Employ Field Artillery	X	X	X	X	X	X
(9)	Employ Close Air Support	X	X				

¹ BF 6, as defined, concerns how units will engage the enemy through maneuver and direct fires. The function is performed by the element directly controlling the direct fire systems. Initial analysis indicates that this is accomplished by maneuver battalions, such as a mechanized infantry or armor Bn TF, and attack helicopter battalions. The brigade commander and brigade staff's involvement in the engagement of the enemy is through direction of the subordinate battalions. Hence, the brigade's control is not direct to the systems involved. Therefore, the brigade involvement is described within the context of BF 18, 19, and 20. Further analysis is required.

FIRE SUPPORT BOS (cont.)	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(10) Conduct Electronic Collection and Jamming ²						
(11) Conduct Battlefield Psychological Operations						
(12) Employ Chemical Weapons ³						
(13) Conduct Counter Target Acquisition Operations			X			
(14) Employ Naval Surface Fires	X	X				
(15) Coordinate, Synchronize, and Integrate Fire Support	X	X	X	X	X	

AIR DEFENSE BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(16) Take Active Air Defense Measures	X	X				X
(17) Take Passive Air Defense Measures	X	X	X	X	X	X

COMMAND AND CONTROL BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry⁴
(18) Plan for Combat Operations	X	X	X	X	X	
(19) Direct and Lead Units During Preparation for Battle	X	X	X	X	X	
(20) Direct and Lead Units in Execution of Battle	X	X	X	X	X	

² Title and focus change to "Conduct electronic collection and electronic attack" are presently under consideration.

³ Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which could be performed by other nations.

⁴ The battle phases of plan, prepare, and execute are inherent to the ADA battery's performance of BF 16, Take Active Air Defense Measures.

MOBILITY AND SURVIVABILITY BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(21)	Overcome Obstacles	X	X		X		
(22)	Enhance Movement				X		
(23)	Provide Countermobility	X	X		X		
(24)	Enhance Physical Protection	X	X	X	X	X	X
(25)	Provide Operations Security	X	X	X	X	X	X
(26)	Conduct Deception Operations						
(27)	Provide NBC Defense	X	X	X	X	X	X

COMBAT SERVICE SUPPORT BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(28)	Provide Transport Services	X	X	X	X	X	
(29)	Conduct Supply Operations	X	X	X	X	X	X
(30)	Provide Personnel Services	X	X	X	X	X	
(31)	Maintain Weapons Systems and Equipment	X	X	X	X	X	X
(32)	Provide Health Services		X			X	
(33)	Treat and Evacuate Battlefield Casualties	X	X	X	X	X	X
(34)	Conduct Enemy Prisoner of War Operations		X			X	
(35)	Conduct Law and Order Operations						
(36)	Conduct Civil Affairs Operations						
(37)	Provide Sustainment Engineering						
(38)	Evacuate Non-combatants from Area of Operations						
(39)	Provide Field Services					X	

Appendix D

USER'S GUIDE

This component is designed to facilitate use of the function analysis. The examples are based on the function analysis (FA) of BF 18--Plan for Combat Operations--as performed by the heavy brigade.

Section 1 - Background on Functional Approach to Training and Battlefield Functions

Given the task-based nature of Army training, the tools for identifying, structuring, and organizing tasks critical for combat effectiveness are essential to realizing goals of Army training for the 21st century. Providing such tools has been a persistent effort in structuring assessment and planning of collective training. Army Training and Evaluation Program Mission Training Plans (ARTEP-MTPs), which list tasks by mission, represent one approach to provide that structure. A complementary approach has emerged in the use of functional areas.

Several initiatives have considered tasks in relation to functional areas rather than missions. One such approach was adopted at the Combat Training Centers (CTCs). The specific approach developed in the mid-1970s used Battlefield Operating Systems (BOSs) as the framework for after action reviews (AARs) and take home packages. The BOSs are seven functional areas which encompass tactical operations.

In addition, to enhance the utility of the BOS structure, the U.S. Army Training and Doctrine Command (TRADOC) developed the Blueprint of the Battlefield. That work used the BOS structure as a framework to describe the tactical level of war in terms of operating systems, functions, and generic tasks. While the functional hierarchy in the Blueprint of the Battlefield provided finer granularity than the BOS, the Blueprint of the Battlefield did not represent battlefield processes, critical sequences of events, procedural steps, and many of the tasks that must be accomplished.

This research product is part of an effort to improve further the functional structure for planning and assessing collective training through the identification and analysis of Battlefield Functions (BFs). Like the Blueprint of the Battlefield, the BFs orient on functions (activities and processes that occur over time) while retaining granularity that supports task-based training. The BF analyses extend the Blueprint of the Battlefield in two ways:

- Identify relationships among BOSs, tasks, echelons, and people required to achieve identified outcomes, thus improving representation of battlefield processes and sequences of events.
- Provide explicit ties to tasks derived from ARTEP-MTPs and doctrine, tactics, techniques, and procedures described in doctrinal manuals, applied at CTCs, or identified by experienced field commanders, thus improving representation of procedural steps and tasks that must be accomplished.

FAs of BFs have been conducted at a level of detail that supports a functional approach to training. The functional approach uses battlefield functions performed by units as the basis for assessing proficiency and planning training. The BF FAs provide content and a framework to apply the functional approach to training. Thirty-nine (39) BFs (Appendix A) are relevant to tactical operations at echelons from battalion through corps. Association of specific BFs to particular type units indicates that those BFs are germane to the unit's training program.

Section 2 - Overview of Components to a BF Function Analysis

The BF FA conducted as part of this project (Innovative Tools and Techniques for Brigade and Below Staff Training [ITTBBST]) contains seventeen (17) components including this User's Guide. The components allow BF FA users the capability to use the BF FA for a variety of purposes, some of which are described in Section 3 below. The title and a brief description of each BF FA component follow.

Preface: Information is provided concerning the presentation of the BF FA components, the table of organization and equipment (TO&E) of the type unit for which the BF FA is relevant, and the context in which the FA was developed. The information provides an overview of the analytical approach used for the FA.

Purpose and Outcomes: The overall end result which the BF is supposed to accomplish, termed the purpose, is identified. This component also identifies the endstates or bottom line results necessary to achieve the purpose, termed outcomes.

Flow Charts by Battle Phase (Plan, Prepare, Execute): This graphical description portrays the sequence of BF tasks within the framework of tactical battle phases (i.e., planning, preparation, execution). This component describes the flow of tasks during each battle phase, the vertical task linkages (to higher and lower echelon units), and horizontal linkages to other BFs for the echelon being analyzed. It also depicts information flow which affects the tasks.

Task Linkages to Other BFs/Units: Tasks performed in other BFs or by other units are described as they relate (i.e., are linked) to the tasks of the BF being analyzed. These descriptions provide verbal details of the relationships portrayed graphically by the Flow Charts. The purpose of this component is to allow the user to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extracted for BFs or units for which FAs have been accomplished and extrapolated for FAs which have not yet been developed.

Key Participants by Task: The participants required to perform the tasks are identified. Identification is based on the appropriate echelon/type unit TO&E. It includes special staff members who are critical for task accomplishment.

Key Inputs and Outputs: The critical information required and generated by participants to successfully accomplish the BF is identified. Where information results from the

performance of the BF tasks, BF information output is identified. One BF's information output normally is provided as another BF's input. Critical input and output are organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The linkages of inputs and outputs to specific tasks are depicted in the Flow Charts component.

Task List Summary: The tasks which are described in detail in the Task List are summarized and numbered. The numbers allow cross referencing among BF FA components.

Task Lists: Tasks and supporting tasks necessary to perform the function are listed by battle phase. Normally, the task identifies the primary participants responsible for performing the tasks. The tasks have been extracted from the appropriate ARTEP-MTPs, echelon and functional area field manuals (FMs), and proponent school special texts. The specific sources of references for each task and subtask are shown in brackets [] following the task. Tasks derived from ARTEP-MTPs are referenced with the ARTEP-MTP number and task number, such as [ARTEP 5-145-MTP, Task 05-1-0002/1]. Tasks derived from FMs are referenced with the FM number and page number, such as [FM 5-71-3, p. 2-11]. Tasks identified during interviews with TRADOC school proponent subject matter experts (SMEs), CTC Operations Groups, and Army Forces Command units are referenced as field notes (FN) and the source is reflected, such as [FN-NTC CSS OCs]. Tasks derived from the Center for Army Lessons Learned (CALL) are referenced with the notation LL for lessons learned; the CALL publication number and page number are included, such as [LL-CALL Newsletter 95-6, p. 16]. In some cases, the analysis of the BF resulted in identification of tasks for which no doctrinal references could be identified. Such tasks were selected based on author experience and relevant doctrine. These tasks are referenced as author notes [AN]. The references facilitate review of original source material for further detail and context.

Tasks Organized by Outcomes: Tasks and supporting tasks necessary to perform the function are listed by outcome. The component supports analysis of performance related to outcomes to identify tasks for sustainment or remediation training.

Lessons Learned Integrated into the Task List: The lessons learned extracted from the CALL publications relevant to performing this BF are identified. They are organized and listed by the appropriate task from the Task List component. The purpose of this component is to provide the user with recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this BF.

Gate Tasks: Critical individual or collective tasks which BF participants must be able to perform prior to engaging in the identified BF tasks are listed so that the training can be conducted efficiently and safely.

References: The references and sources used by the analyst are identified.

Index of Battlefield Functions: The thirty-nine (39) BFs relevant to Army tactical echelon units, organized by the BOS they compose, as derived from TRADOC Pamphlet 11-9, Blueprint of the Battlefield, are identified.

Structure of Battlefield Functions: Definitions for the 39 BFs and BOSs they compose are provided.

BFs Listed by Echelon: The occurrences of BFs relevant to training according to echelon/type units are listed. This list is subject to change as research into the relevance of functions continues.

User's Guide: Descriptions are provided of the background of BFs and the Functional Approach to training (Section 1), the components of a BF FA (in this section), and approaches to exploit the flexibility of the BF FA to support multiple Army uses and users (Section 3).

Acronyms and Abbreviations: The acronyms and abbreviations used in the analysis are listed. The acronyms and abbreviations were taken from relevant doctrinal references.

Section 3 - Use of the BF Function Analysis

The analysis of a function contained in each BF FA can support a variety of purposes. General purposes and information needs will be suggested for force developers, materiel developers, doctrine developers, training developers, and unit commanders.

- Force Developers: Develop personnel systems and organizational structures to support the force. Purpose and Outcomes and Task Lists components, for example, could support identification of required capabilities and tasks that a particular unit or organization must be able to perform. The Flow Charts component could support delineation of a new organizational design.
- Materiel Developers: Develop requirements for new systems to ease performance activities of soldiers and to accomplish new battlefield requirements. Through the identification of requirements, new technologies and processes can be applied to support force needs. The Flow Charts component, for example, could be used to illustrate opportunities to revise procedures to take advantage of enhancements in areas such as information dissemination.
- Doctrine Developers: Develop new and modify existing doctrine to integrate emerging technologies and to implement changing Army missions and priorities. TTP will evolve to meet new battlefield conditions and requirements as well as to guide combined arms, joint service, and multinational operations. The emphasis in BF FAs on interrelationships can identify gaps in task coverage which should be addressed through revisions to publications such as ARTEP-MTPs.

- Training Developers: Develop new and modify existing training programs to support new doctrine, emerging technologies, changes in organization, and reduced resources and training environments. Potential uses of a BF FA to support areas such as development of training support packages (TSP) and development of training aids, devices, simulators, and simulations (TADSS) are discussed in Section 4.
- Unit Commanders: Assess training effectiveness, develop training plans, and execute training. BF FA support for training assessment and planning training events is discussed in Section 4.

Developers and commanders often begin by performing or examining one or more front end analyses (FEAs) to gain an understanding of a relevant issue. Whether they perform FEAs themselves or draw from available analyses (like the BF FAs), information is sought on many topics. Likely topics include the following (with relevant BF FA components):

- What are the objectives/missions of the system? (Purpose and Outcomes)
- What are the vertical and horizontal linkages between elements, and what are the information inputs and outputs associated with these? (Flow Charts, Tasks Linked to Other BFs/Units, and Key Inputs and Outputs)
- What are the processes and tasks being performed within each element? (Task Lists, Tasks Organized by Outcomes, and Flow Charts)
- Who are the players and/or target audience? (Key Participants by Task)
- What enabling and objective knowledge and skills are required? (Gate Tasks)
- Are there any experiences and lessons learned that would be helpful? (Task Lists and Lessons Learned Integrated into the Task List)

Two detailed examples of BF FA usage are presented in Section 4 below. These examples demonstrate, first, how unit commanders and, second, how training developers can use BF FAs. The examples should serve as a guide for potential BF FA users in that generic information within the BF FAs is transferable to the other applications.

Section 4 - Unit Commander and Training Developer Use of a BF Task Analysis

Unit Commanders

Unit commanders use published Army doctrine as contained in FM 25-100, Training the Force (November 1988), and FM 25-101, Battle Focused Training (September 1990) to assess training effectiveness and to plan training events. The BF FAs provide relevant information for assessment and planning within the intent of those documents. The added information supports functional training which uses proficiency related to functions as the basis for identifying tasks to

be trained and structuring training on those tasks. The BF FAs supplement the training and assessment systems and processes already in use by commanders.

1. Conduct Training Assessment

The commander assesses the mission essential task list (METL) to identify functions that require attention, to select outcomes for training focus, and to provide specific guidance for training. This functional training assessment allows the commander to perform an analysis across several layers with a successively narrow focus:

- a. METL tasks.
- b. Each BOS for each METL task that requires remediation or sustainment.
- c. Relevant BFs for each BOS that requires remediation or sustainment.
- d. Relevant outcomes for each BF that requires remediation or sustainment.

The commander assesses BF performance in the context of the unit METL and the BOS by using the Purpose and Outcomes component. To support the assessment, commanders could develop and complete a worksheet which relates BFs and the outcomes to the METL and BOS, as depicted in Figure D-1, which presents a completed assessment worksheet for BF 18.

BF 18 Outcomes (extracted from the function analysis):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Mission Essential Tasks	CURRENT TRAINING STATUS					Overall METL Status
	BOS: Command and Control					
	BF: 18- Plan for Combat Operations					
	Outcomes	1	2	3	4	
Defend		P	P	T	P	P
	<u>Outcome 1:</u> OPORD generally very good; need more detail on control measures (excessive risk of fratricide).					
	<u>Outcome 2:</u> Too slow getting information to supporting battalions--FSB especially needs support requirements earlier.					
	<u>Outcome 3:</u> Dissemination is very smooth.					
	<u>Outcome 4:</u> Weak communications between main CP and adjacent units.					
Attack; Movement to Contact		P	U	T	P	P
	<u>Outcome 1:</u> Accuracy of graphics questionable--MCOO inaccurate or unclear--not sure which, may be both.					
	<u>Outcome 2:</u> Adjacent units never received initial WARNO.					
	<u>Outcome 3:</u> OPORD distribution continued to be a strength.					
	<u>Outcome 4:</u> Rear CP: SITMAP and information displays of tactical situation were not current.					
Overall BF Status: BF 18 = P				BOS Status = P		

Note: Italics indicate entries made by hypothetical commander.

Figure D-1. Assessment worksheet for heavy brigade performance of BF 18.

2. Plan Training Events

The BF FA supports four steps related to planning a training event. The use of BF FAs to perform each of these tasks is described below.

a. Selecting Tasks and Supporting Tasks To Be Trained

1) Selection of tasks by outcome or battle phase. When the training assessment identifies outcomes to be achieved, trainers can focus their attention on particular tasks that support the outcome. This process can be streamlined by referring to the Tasks Organized by Outcomes component of a BF FA. The tasks relevant to each outcomes for the BF 18 FA are shown in Figure D-2. While many of the tasks are required by more than one outcome, the supporting tasks will usually vary between the outcomes.

If trainers have no basis for identifying an outcome within the BF or if the training is to focus on a single battle phase, they can select tasks from the Task List Summary component. For most BFs, this component is organized by the battle phases--plan, prepare, and execute--supported by the Flow Chart. The exceptions to that organization are BFs 1 through 4, which cover the Intelligence BOS, and BFs 18 through 20, which cover the command and control BOS by battle phase. The Intelligence BFs reflect the continuous nature of the intelligence cycle.

BF 18 Outcomes (OC):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Tasks (from the Task List)	OC 1	OC 2	OC 3	OC 4
1. The brigade commander and staff direct and lead the brigade during planning for the battle.				X
2. The brigade receives an order initiating a new mission from higher headquarters.	X	X		
3. The brigade commander and staff conduct mission analysis.	X	X		
4. The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order.	X			
5. The brigade commander issues initial planning guidance.	X	X		
6. The brigade commander and staff prepare estimates.	X			
7. The brigade commander and staff develop course(s) of action.	X			
8. The brigade commander and staff analyze course(s) of action.	X			
9. The brigade staff compares course(s) of action.	X			
10. The brigade commander announces decision.	X			
11. The brigade staff prepares the operations order.	X	X	X	
12. The brigade commander and staff issue the operations order.	X	X	X	

Figure D-2. Overview of tasks by outcomes for BF 18 FA.

2) **Selection of supporting tasks.** Trainers must also select supporting tasks. Supporting tasks are blocks of performance required by the task. Each task and supporting task is structured to describe actions to be performed (e.g., steps) or the end states of the task (i.e., aspects of the standard). The detailed description for each task and supporting task is contained in the Task List component. An excerpt from that component of the BF 18 FA is shown in Figure D-3.

5. **The brigade commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]
- a. The brigade commander develops planning guidance: [FM 101-5, p. 4-16; FM 71-3, p. 3-3]
 - 1) Using the results of his own mission analysis and his METT-T assessment. [FM 101-5, p. 4-16]
 - 2) Using the results of the brigade staff's mission analysis. [FM 6-20-40, p. 2-1; FM 6-20-50, p. 2-1; FM 6-20-10, p. 1-5; FN-JRTC; FN-194 AR]
 - b. The brigade XO prepares the brigade staff to receive the brigade commander's guidance. [FM 101-5, p. 4-15; ARTEP 71-3 MTP, Task 71-3-0001/2]
 - 1) Determines who must be present at the commander's guidance briefing, if not SOP (e.g., engineer battalion Cdr, FSCoord, MP platoon leader).
 - 2) Ensures staff is prepared to take notes on guidance issued (depending on the level of detail and specificity of guidance).
 - c. The brigade commander issues planning guidance to the brigade staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7; ARTEP 71-3 MTP, Task 71-3-0001/3]
 - 1) Enemy COA. [FM 101-5, p. 4-17]
 - 2) Restated mission. [FM 101-5, p. 4-18]

Figure D-3. Example of supporting tasks extracted from the Task List of BF 18 FA.

3) Identification of references. As Figure D-3 also illustrates, the doctrinal source (publication number and task number or page number), in brackets, is included with the listing of each task and supporting task. Trainers can refer to the References component to determine the doctrinal publication title and publication date. They can then refer to doctrinal source material for further detail and context, if desired. Figure D-4 provides examples taken from the References component of BF 18.

Field Manuals (FMs)

6-20-40	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations
6-20-50	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations
71-3	The Armored and Mechanized Infantry Brigade
101-5	Command and Control for Commanders and Staff (Draft)

Army Training and Evaluation Program (ARTEPs)

71-3 MTP	Mission Training Plan for the Heavy Brigade Command Group and Staff
----------	---

Figure D-4. Excerpt from References component of BF 18 FA.

4) Identification of techniques and useful training information. As part of the task selection process and the planning of the training event, trainers can refer to the Lessons Learned component. This component identifies lessons learned extracted from the CALL publications. This component also provides information not necessarily contained in the applicable doctrinal references but determined to be relevant to training of the function based on performance history of brigades at the CTCs. In other cases, lessons learned at CTCs may provide a clearer definition of how tasks should be performed and the conditions under which they must be performed. An excerpt from that component of the BF 18 FA is shown in Figure D-5.

<p>5. The brigade commander issues initial planning guidance.</p>
<p>LL - Determine the amount of planning guidance the staff requires to develop the plan. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]</p>
<p>LL - Do not suppress the staff's ability to plan by providing excessive planning guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]</p>
<p>LL - Sketch the initial concept of the operation for the staff. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]</p>

Figure D-5. Excerpt from Lessons Learned Integrated into the Task List component of BF 18 FA.

b. Selecting the Training Audience. After determining which tasks must be trained, trainers should next identify the training audience. The Key Participants by Task component of the BF FA supports that analysis. This component, based on the unit's TO&E, specifies the participants required to perform the tasks selected for training. One potential result of this review is that trainers may have to coordinate (through the appropriate commanders) with external units to have a specific special staff member participate in the training event. Figure D-6 depicts an example of that component of the BF 18 FA.

<p><u>Tasks</u></p>
<p>5. The brigade commander issues initial planning guidance.</p>
<p><u>Participants</u></p>
<p>Bde Cdr, Bde XO, Bde CSM, Bde S2, DS MI Co Cdr, Bde S3, Bde S3-Air, Bde S3 Opns Sgt, CMLO, FSCOORD, FSO, Engr Bn Cdr, ABE, ADLO, AVLO, ALO, Bde S1, Bde Chaplain, Bde Surgeon, MP Plt Ldr, Bde S4, BSO, Bde HQ Co Cmdt, Bde S5 (if assigned)</p>

Figure D-6. Excerpt from Key Participants by Task component of BF 18.

c. Identifying Task Training Sequences and Products To Support Training. Unit trainers must also decide which products and information sources must be replicated or emulated to introduce external stimuli to the training events. The Flow Charts and Key Inputs and Outputs components help determine that information.

The flow charts are used to determine: (a) the flow of tasks during each battle phase; (b) vertical task linkages (to higher and lower echelon units); (c) horizontal task linkages (to tasks in other BFs for the echelon being analyzed); and (d) information input and output which affect relevant tasks. The flow charts provide a graphical description of tasks as they are sequenced within the framework of the battle phases. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may interact with preceding or subsequent tasks.

The Inputs section of the Key Inputs and Outputs component contains critical information, organized by the doctrinal product or means used to communicate it, required by participants to achieve the purpose of the BF. The information and products described must be replicated to drive training events. The Lessons Learned Integrated into the Task List component can also support identification of conditions to be replicated.

The Outputs section of the Key Inputs and Outputs component describes information which results from the performance of the BF tasks. The Outputs should be covered by performance standards and should usually be covered during the after action review (AAR). An excerpt from the Key Inputs and Outputs component of the BF 18 FA is shown in Figure D-7.

KEY INPUTS**D - 4 GUIDANCE AND INFORMATION FROM THE DIVISION
COMMANDER AND STAFF.**

- a. Division commanders verbal or written guidance.
- b. Operational situation reports (OPSITREPs).
- c. Periodic personnel report (PPREPT).
- d. Periodic intelligence report (PERINTREP).
- e. Periodic operation report (PEROPRPT).
- f. Periodic logistics report (PERLOGRPT).
- g. Periodic civil affairs report (PERCARPT).
- h. Engineer reports.
- i. Field artillery reports.
- j. Air defense artillery reports.
- k. Other reports of planning or critical combat information of interest to the brigades.

KEY OUTPUTS**Bde - 3 BRIGADE WARNING ORDER**

- a. Mission, intent, and CCIR of brigade commander.
- b. Graphics.
- c. Types of fire support munitions available, including CSR and RSR.
- d. Enemy situation.
- e. Assets available for collection of information and intelligence.
- f. Task organization.

Figure D-7. Excerpt from Key Inputs and Outputs component of BF 18 FA.

d. Determining Prerequisite Training Tasks. If units are to obtain full benefit from training, participants must have previously achieved a level of proficiency in the individual and collective tasks required to enable safe and effective training of the selected tasks. Identification of such prerequisite tasks is accomplished by analyzing the Gate Tasks component. Trainers use this information to provide focus for individual training, subordinate echelon collective training, and staff training. An excerpt from the Gate Tasks component for the BF 1 FA contained in this research product is shown in Figure D-9.

5. The brigade commander issues initial planning guidance.**S2**

[STP 34-35II-MQS, Intelligence]

- Conduct situation development [01-3381.01-4016].

Officer Common Tasks:

[STP 21-II-MQS, Common Tasks]

- Brief to Inform, Persuade, or Direct [01-9007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]

NCO Common Tasks for: All Primary and Special Staff NCOs

[STP 21-24-SMCT, Common tasks]

- Prepare situation report [SITREP] [071-332-5022].
- Prepare a strip map [551-721-3359].
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3].
- Conduct operations security [OPSEC] procedures [113-573-0002].
- Integrate risk management into mission [850-001-4001].

[ARTEP 71-3-MTP]

- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036].
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001].
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002].
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]].
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001].
- Maintain the current situation (71-3-3003).

Figure D-8. Excerpt from Gate Tasks component of BF 18 FA.

Training Developers

The TRADOC service schools (proponents) develop training materials to guide individual and collective training. Training development is conducted within the framework of the systems approach to training. The BF FAs support the systems approach for collective training by identifying not only the tasks for each type of unit, but also horizontal and vertical relationships within each BOS, relationships among BOS, and relevant details about the relationships. The descriptions of interrelationships, which describe the scope of required synchronization plus details about tasks and supporting tasks, provide training developers with information about the content of training which they are supporting.

Within TRADOC, current training development supports Force XXI. The BF FAs are especially germane to the WARFIGHTER XXI (collective) emphasis. The information in each BF FA can be applied within each of the five WARFIGHTER XXI components:

- Standard Army Training System (SATS)
- TSPs
- TADSS
- Standard After Action Review System (STAARS)
- Army Training Digital Library (ATDL)

1. Standard Army Training System

SATS is a computer-based software system that automates training management doctrine. The most direct connection of BF FAs to SATS is through the Combined Arms Training Strategy (CATS). This is the mechanism for establishing long-range and short-range unit training strategies. Each CATS identifies tasks, drills and exercises, TADSS, and resources to support training for each unit type. BF FA components help developers identify tasks to be addressed by the strategy; the FAs are especially useful for identifying staff tasks that are not currently included in ARTEP-MTPs. In addition, BF FAs directly support two elements of the CATS--Training Unit Audience and Prerequisite Training Gates. Training developers can extract information about the audience for training from the Key Participants by Task component. They can find prerequisites for the tasks in the Gate Tasks component. Figure D-9 shows extracts from the CATS for the Armor Battalion Task Force that were based on the BF FAs for the battalion task force.

Training Unit Audience	Prerequisite Training Gates
MOVEMENT TO CONTACT	
Full TF, including Slice (includes FSO/FSE, CEWI Assets, Engineer, ADA, TACP, TF Combat/Field Trains (BSA))	TF Command Posts, Staff and Slice (Attached units, staff elements, and LNOs) - Assessed at "T" level task proficiency in the performance of BOS functions and supporting tasks: 7-1-3003, 4, 5, 6, 7, 8, 9, 14, 15, 18, 19, 21, 22, 23 24, 27. . .

Figure D-9. Extract from CATS for battalion task force.

2. Training Support Packages

A TSP for collective training integrates training products, materials, and information necessary to train one or more tasks. BF FAs support development of unit preparation materials,

tactical materials, and trainer materials. Examples of how the components can contribute to development of TSPs include:

- The Task Lists component or Tasks Organized by Outcomes component can be a useful first draft for a training and evaluation outline. Since both lists may include tasks that are not explicitly described in ARTEP-MTPs, they are especially valuable in designing staff training.
- Training developers can augment the training and evaluation outline by providing tactics, techniques, and procedures drawn from Lessons Learned Integrated into the Task List component.
- Several components work together to specify conditions that must be replicated for realistic training. The Flow Charts and Key Participants by Task components show the type of horizontal and vertical interactions that should be built into the scenario. The Task Lists and Key Inputs and Outputs components describe the scope of those interactions. The inputs and outputs can be especially useful in packaging required information to train particular tasks.
- In addition to setting out the conditions, the Purpose and Outcomes and Key Inputs and Outputs components can be the basis for building “A Way” demonstrations of how the various units, sections, and individuals are synchronized during the operation and what results the event/exercise should produce.
- The Purpose and Outcomes component can be a guide for organizing an AAR. Once an OC identifies an outcome to be sustained or improved, the Tasks Organized by Outcomes component can be used to identify particular tasks and supporting tasks to address in the AAR.

3. Training Aids, Devices, Simulators, and Simulations

BF FAs support TADSS development by defining requirements in terms of tasks which should be performed. In other words, the BF FAs describe the “what” of training so that TADSS developers can develop the “how.” The FAs are especially valuable for specifying interactions between echelons and among units. Three components give such information: Flow Charts, Tasks Linked to Other BFs/Units, and Key Participants by Task.

4. Standard After Action Review System

STAARS will be linked to live, virtual, and constructive exercises and operations with the intent of translating lessons learned into leader development and collective training concepts, methods, and strategies. Since BF FAs structure assessments at successively precise levels (mission, BOS, BF, outcome, and task), they would be well suited to an automated feedback system. The BF FAs can also provide a useful level for aggregating CTC-based lessons learned

between the task and BOS levels. In the same way that the Purpose and Outcomes component can facilitate AARs by CTC OCs, the information in that component can structure lessons learned.

5. Army Training Digital Library

The ATDL is a repository of digital information related to training. BF FAs are compatible with ATDL formats and some FAs have been partially formatted into the Automated Systems Approach to Training. ATDL makes it possible to share the information from BF FA components with commanders in the field through the interactive electronic “library without walls” that provides digitized access to training information. In addition, the BF and outcome structure could be useful in organizing task-related information within ATDL.

Appendix E

ACRONYMS AND ABBREVIATIONS

This component identifies the acronyms used by the authors in the function analysis. Acronyms were derived from relevant doctrinal publications.

A	A2C2	Army airspace command and control
	AAR	after-action review
	ABCS	Army battle command system
	AD	air defense
	ADA	air defense artillery
	ADC	area damage control
	ADW	air defense warning
	AI	air interdiction
	AI	area of interest
	ALOC	air lines of communications
	AN	author note
	AO	area of operations
	ARI	Army Research Institute
	ARTEP	Army Training and Evaluation Program
	ASP	ammunition supply point
	ASR	alternate supply route
	ATDL	Army Training Digital Library
	ATO	air tasking order
	ATP	ammunition transfer point

	AXP	ambulance exchange point
B	BAS	battalion aid station
	BCC	battlefield circulation control
	Bde	brigade
	BF	Battlefield function
	BMO	battalion maintenance officer
	Bn	battalion
	BOS	battlefield operating system(s)
	BSA	brigade support area
C	C2	command and control
	C2W	command and control warfare
	C3	command, control, and communications
	CALL	Center for Army Lessons Learned
	CAS	close air support
	CCF	critical combat function(s)
	CCIR	commander's critical information requirements
	Cdr	commander
	CEB	clothing exchange and bath
	CHS	combat health support
	CI	counterintelligence
	CL	class
	CL I	subsistence items

CL II	individual equipment, clothing, tool sets, house keeping supplies
CL III	petroleum, oils, lubricants
CL IV	construction and barrier material
CL V	ammunition
CL VI	personal demand items
CL VII	major end items
CL VIII	medical material
CL IX	repair parts and components
CL X	material to support nonmilitary program
COA	course of action
CP	command post
CS	combat support
CSM	command sergeant major
CSR	controlled supply rate
CSS	combat service support
CSSAMO	combat service support automation management officer
CTC	combat training center
D	
DISCOM	division support command
DMMC	division material management center
DMOC	division medical operations center
DP	decision point

	DS	direct support
	DSA	division support area
	DST	decision support template
	DTDD	Directorate of Training Development and Doctrine
	DTTP	doctrine, tactics, techniques, and procedures
	DZ	drop zone
E	EC	electronic combat
	EEFI	essential elements of friendly information
	EMP	electromagnetic pulse
	Engr	engineer
	EPW	enemy prisoner(s) of war
	EW	electronic warfare
F	FA	field artillery
	FA	function analysis
	FEA	front end analysis
	FFIR	friendly forces information requirements
	FLE	forward logistics element
	FM	field manual
	FN	field note
	FORSCOM	U.S. Army Forces Command
	FRAGO	fragmentary order
	FSB	forward support battalion

	FSCM	fire support coordinating measure
	FSE	fire support element
	FSEM	fire support execution matrix
	FSO	fire support officer
G	GRREG	graves registration
	GS	general support
H	HET	heavy-equipment transporter
	HHC	headquarters and headquarters company
	HN	host nation
	HPTL	high payoff target list
	HSS	health service support
I	IEW	intelligence and electronic warfare
	IFF	identification, friend, or foe
	INTSUM	intelligence summary
	IPB	intelligence preparation of the battlefield
	IR	information requirements
	ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
J	JSEAD	joint suppression of enemy air defense
K		
L	LADW	local air defense warning

	LAN	local area network
	LD	line of departure
	LL	lessons learned
	LLTR	low level transit route
	LNO	liaison officer
	LOC	lines of communication
	LOGPAC	logistics package
	LP	listening posts
	LRP	logistics release point
	LZ	landing zone
M	M/CM/S	mobility/counter-mobility/survivability
	MCO	movement control officer
	MCOO	modified combined obstacle overlay
	MCP	maintenance collection point
	MDMP	military decision-making process
	MEDEVAC	medical evacuation
	METL	mission essential task list
	METT-T	mission, enemy, terrain, troops, and time available
	MI	military intelligence
	MIJI	meaoning, intrusion, jamming, and interference
	MOPP	mission-oriented protective posture
	MOS	military occupational specialty

	MP	military police
	M/S	mobility-survivability (BOS)
	MSB	main support battalion
	MSR	main supply route
	MST	maintenance support team
	MTP	mission training plan
N	NAI	named area of interest
	NBC	nuclear, biological, and chemical
	NBCWRS	NBC warning and reporting system
	NCO	noncommissioned officer
	NSF	naval surface fires
	NTC	National Training Center
O	OC	observer-controller
	OEG	operational exposure guide
	OP	observation post
	OPLAN	operations plan
	OPORD	operations order
	OPSEC	operations security
	OPSITREP	operational situation report
P	PAC	personnel and administration center
	PERCARPT	periodic civil affairs report

	PERINTREP	periodic intelligence report
	PERLOGRPT	periodic logistic report
	PEROPRT	periodic operation report
	PIR	priority intelligence requirements
	PM	provost marshal
	POC	point of contact
	POL	petroleum, oils, and lubricants
	PPREPT	periodic personnel report
	PRF	pulse repetition frequency
	PSYOP	psychological operations
	PX	post exchange
R	R&S	reconnaissance and surveillance
	RCPOC	rear command post operations center
	RDO	radar deployment order
	ROE	rules of engagement
	ROM	refuel-on-the-move
	ROZ	restricted operations zone
	RSR	required supply rate
S	S1	adjutant/personnel officer, brigade and battalion staff
	S2	intelligence officer, brigade and battalion staff
	S3	operations and training officer, brigade and battalion staff

S4	supply/logistics officer, brigade and battalion staff
SATS	Standard Army Training System
SCATMINE	scatterable mine
SITMAP	situation map
SITREP	situation report
SIT TEMP	situation template
SO	signal officer
SOF	special operations forces
SOI	signal operating instructions
SOP	standing operating procedures
SOR	specific orders and requests
SPO	security, plans, and operations
SPOTREP	spot report
STAARS	standard after action review system
SYSCON	systems control
T	
TA	target acquisition/task analysis
TACSOP	tactical standing operating procedure
TADSS	training aids, devices, simulators, and simulations
TAI	targeted area of interest
TCF	tactical combat force
TCP	traffic control point
TF	task force

	TOC	tactical operations center
	TOE/TO&E	tables of organization and equipment
	TOW	tube-launched, optically tracked, wire-guided missile
	TRADOC	U.S. Army Training and Doctrine Command
	TSOP	tactical standing operating procedures
	TSP	training support package
	TSS	target selection standards
	TTP	tactics, techniques, and procedures
U	UAV	unmanned aerial vehicle
	ULLS	unit level logistics systems
	USAARMC	U.S. Army Armor Center
V		
W	WARNO	warning order
	WCS	weapons control status
X	XO	executive officer
Y		
Z		